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

Prof. Dr. Nuria Chinchilla

ICWF Director

2014 - Twentieth Anniversary of the International Year of the Family

Commission on the Status of Women CSW58 Implementing the MDGs for Women and Girls 10 - 21 March 2014

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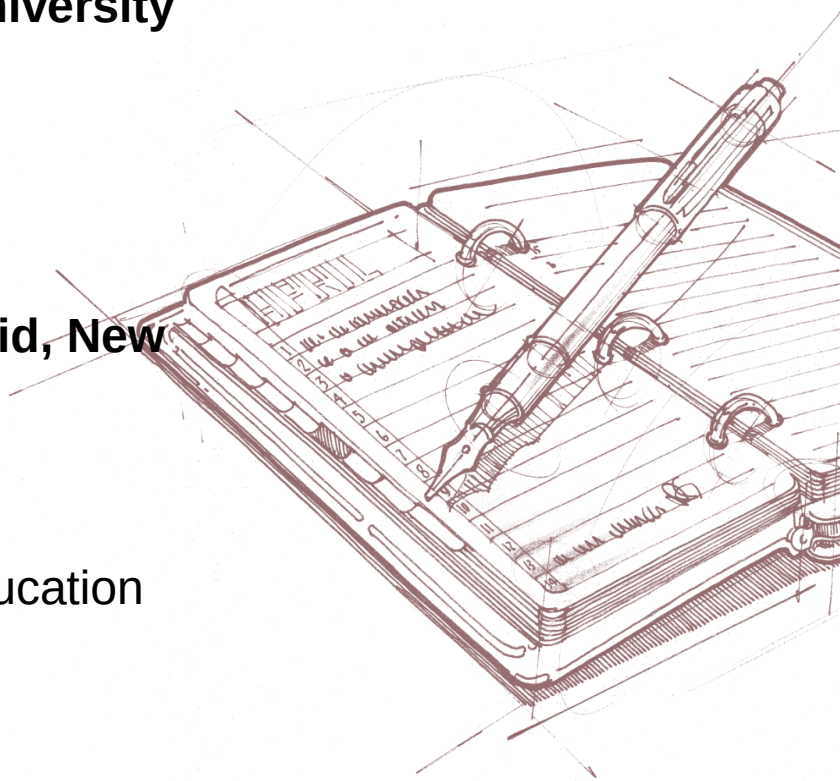
¿WHAT IS IESE?

- 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.



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OUR MISSION

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

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International Center for Work and Family

IESE ALUMNI ASSOCIATION

- **1959**: year of foundation
- + **38.000** Alumni
- **109** countries

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(1) Fecha: 2012.
(2) Fecha: 2012
(3) Fecha: 2012

ASSOCIATE SCHOOLS

- **IPADE** MÉXICO DF
- **UNIS** GUATEMALA
- **AESE** LISBOA
- **NILE UNIVERSITY** CAIRO
- **CEIBS** SHANGHÁI
- **INALDE** BOGOTÁ
- **MDE** COSTA DE MARFIL
- **LBS** LAGOS
- **UAP** MANILA
- **STRARHMORE** KENYA
- **ISE** SÃO PAULO
- **IDE** GUAYAQUIL
- **PAD** LIMA
- **IEEM** MONTEVIDEO
- **IAE** BUENOS AIRES
- **ESE** SANTIAGO DE CHILE

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Fuente: Annual Report.
Fecha: 2012

Institutional agreements

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

UNITED STATES

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

EUROPE

LBS HEC RMS

ASIA

ISB KEIO UNIVERSITY CEIBS
HKU HKUST NUS YONSEI

AUSTRALIA

MBS

SOUTH AMERICA

IAE

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Fuente: Faculty.
Fecha: 2012.

What they say about us

FT
FINANCIAL TIMES

#1 BUSINESS SCHOOL FOR WORLD OPEN PROGRAMS

FINANCIAL TIMES EXECUTIVE EDUCATION, 2011

#3 BS IN THE WORLD FOR EXECUTIVE EDUCATION

THE TOP 20 SCHOOLS FINANCIAL TIMES EXECUTIVE EDUCATION, 2011

Forbes

#3 BS FOR THE FULL TIME MBA

FORBES, 2011

The Economist

#1 BS FOR THE FULL TIME MBA

THE ECONOMIST, 2009

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ICWF

International Center for Work and Family

ICWF

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

IAE Universidad Austral **Argentina**	Instituto Superior de Empresa **Brazil**	Work & Family Foundation **Canada**	Universidad de los Andes **Chile**	University of Macau **China**	Universidad de la Sabana **Colombia**
La Empresa y la Familia **Costa Rica**	Instituto de Desarrollo Empresarial **Ecuador**	Fundación Emprepas **El Salvador**	Universidad del Istmo **Guatemala**	ELIS **Italia**	Politécnico Milán **Italia**

Research Partners

Strathmore Business School **Kenia**	Universidad Pan-Americana **México**	Eramus University Rotterdam **Netherlands**	The University of Waikato **New Zealand**	Lagos Business School **Nigeria**	Escuela Dirección Universidad Piura **Perú**
University of Asia and the Pacific **Filipinas**	Escola de Direcção e Negócios **Portugal**	Universidad Monteávila **Venezuela**	School of Human Resource Management **Canada**		

ICWF's SPONSORS

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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

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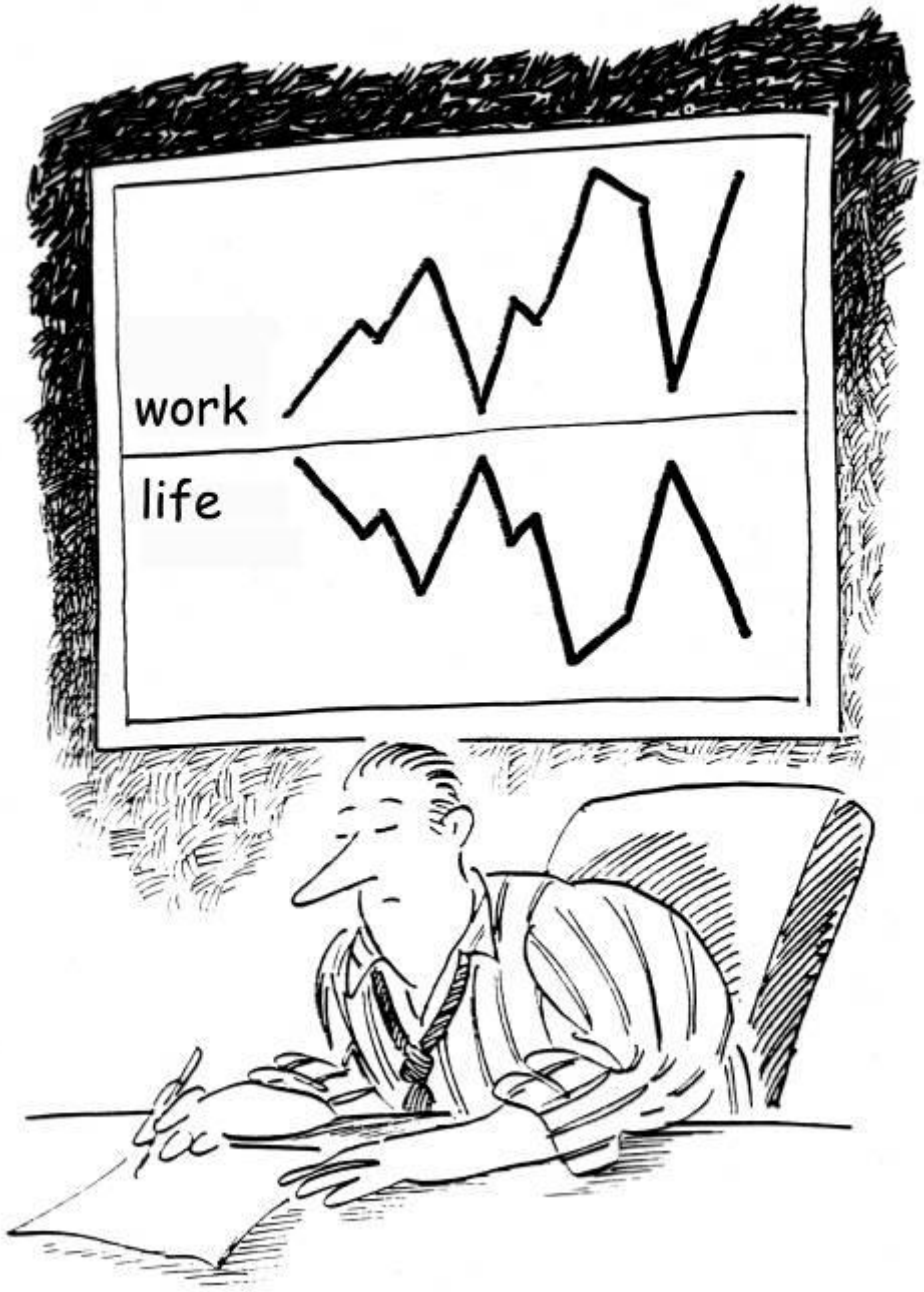
CORPORATE FAMILY RESPONSIBILITY



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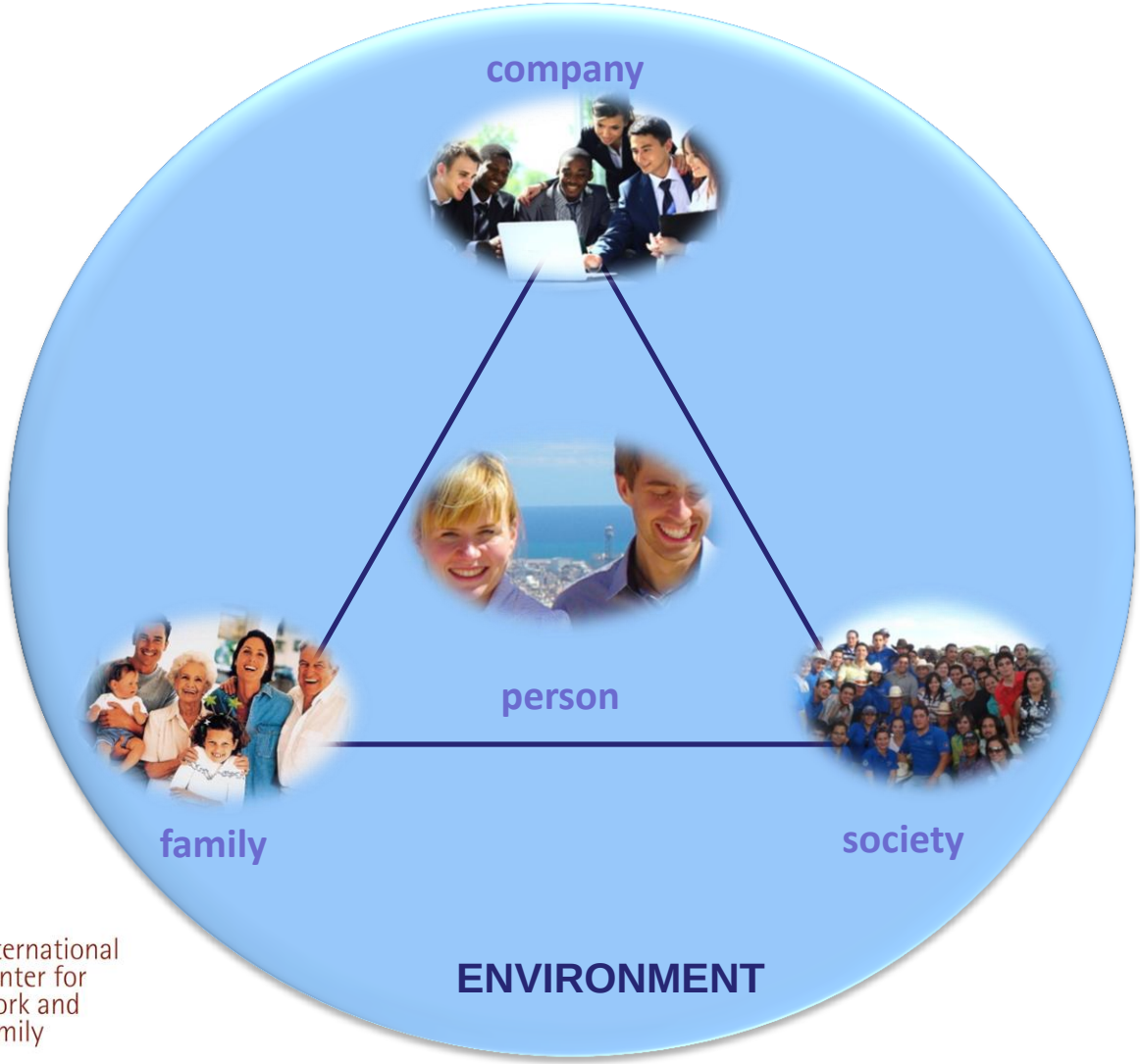
Triangle of sustainability



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Companies' destructive capacity

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

↙ Double effect:

  - Social (external)
  - Business (internal)

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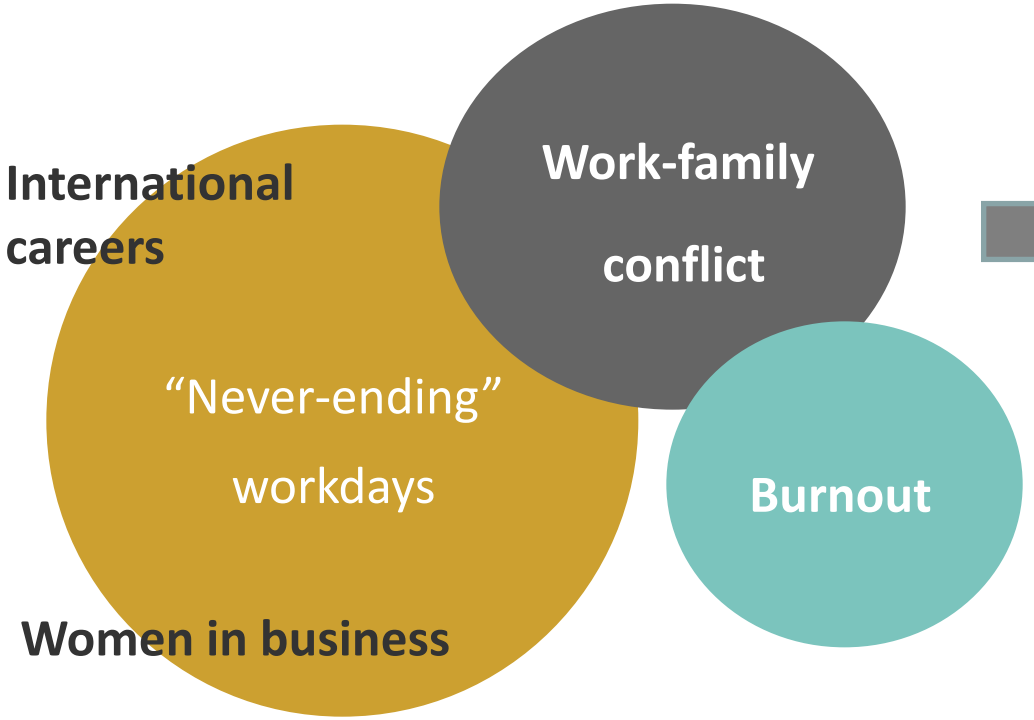
Causes of the work & family conflict

	Participants	Experts
Working schedule incompatible with the school	1º	5º
Lack of company policies to help work and family balance	2º	3º
Working pressures	3º	4º
Family responsibilities	4º	
Few kindergarten	5º	
My own way of balancing work and family	6º	1º
Housework	7º	
Lack of support from my boss and colleagues	8º	2º
Time I lose because of the traffic jam	9º	
Lack of punctuality and/or not enough public transport	10º	
Variety and quantity of social roles	11º	



Risky for families and companies

Fuente Control Estrés Individual y empresarial- Steven Poelmans ´00.

Women and work-family

World contribution of women

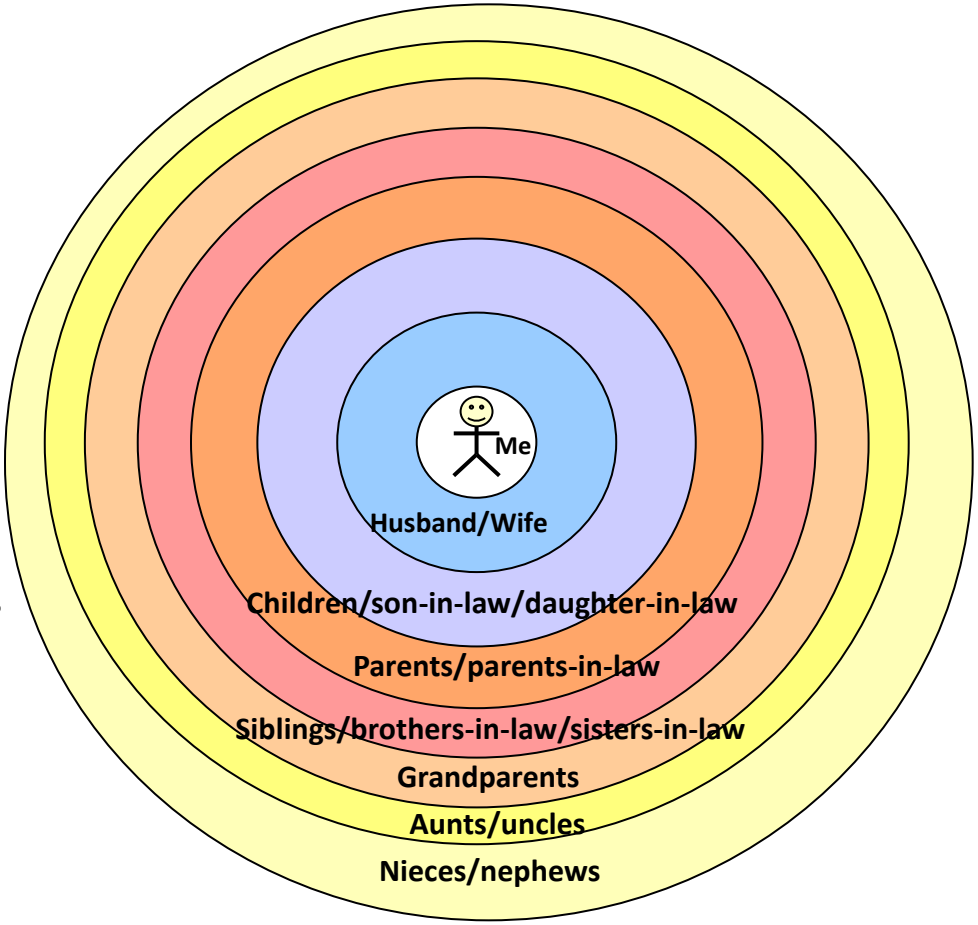
Several studies confirm the correlation between gender equity and competitiveness in a country

- Increased productivity
- Better results for future generations
- More representative decision-making

Economic and Social Development

A Woman's Roles

- In the **family**: wife, mother, friend and other, home builder
- In the **work**: executive, member of the board, …
- In **society**: friend, member of NGO, …



Nuria Chinchilla & M. Moragas: *"Masters of Our Destiny" (*EUNSA, 2008).

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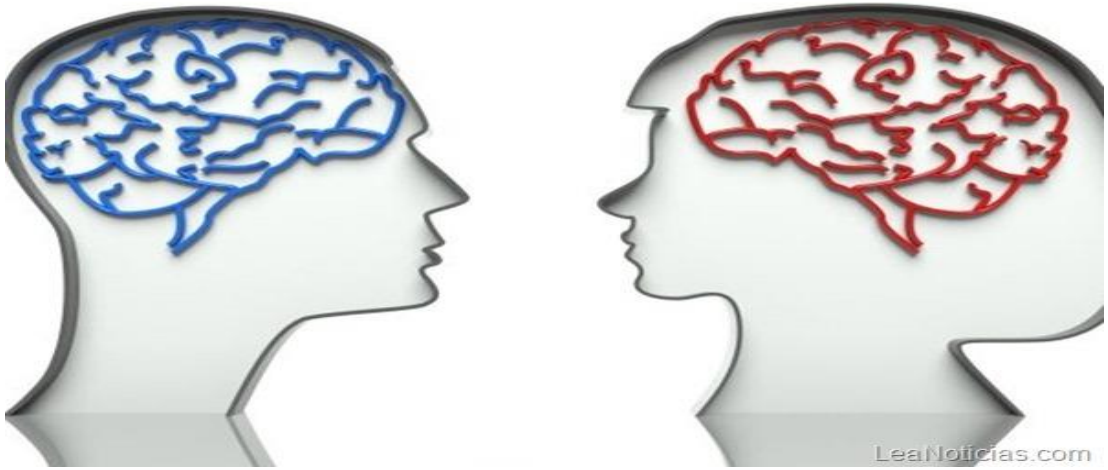
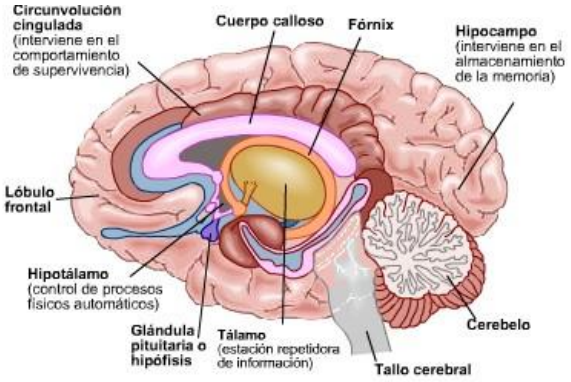
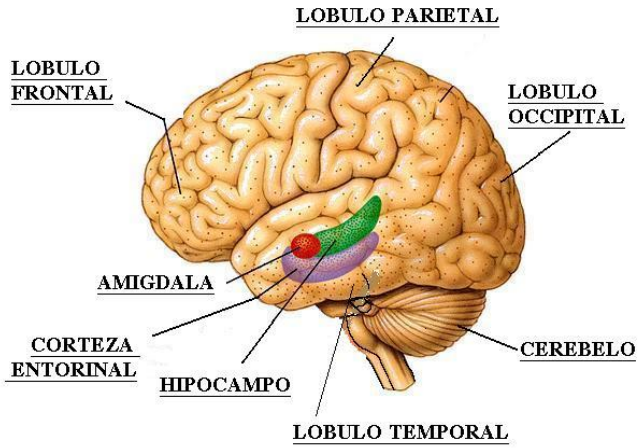
Differences Between Man And Woman



Anatomic Diferences

- **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**)**





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MAN	WOMAN
Encourages competition Tends to lead alone, does not delegate.	Encourages cooperation, participation, fosters teamwork, delegates.
Less communicative. Talks less. Language region in the brain is smaller. Spatial region in the brain is bigger. Centered in the action.	Better communication skills, Language region in the brain is bigger in both hemispheres. Likes to listen and express, via voice tone. Spatial region in the brain is smaller.
More aggressive, amygdala of fear and anxiety is bigger.	Gentleness, Caring.
Less empathic, more systemic, difficulty to read non-verbal communication.	Empathic, more observation can understands non verbal communication.
Less sensitive to establish interpersonal relationships.	More Social: tends to establish interpersonal relationships, networks, friendship, team building and look for solutions for the team.
Only rational is important, what can be measured and counted.	Emotions are important : she counts on intuition and feelings.

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MAN	WOMAN
The economic benefit is the most important . Man values more the short-term.	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.
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.	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.
More sexual impulses in the brain.	Less sexual impulses in the brain.
Serotonin : neurotransmission to humor control is bigger.	Serotonin, less important in women, more vulnerable to humor changes, depression.
Sensation of pain is smaller.	Sensation of pain is bigger.

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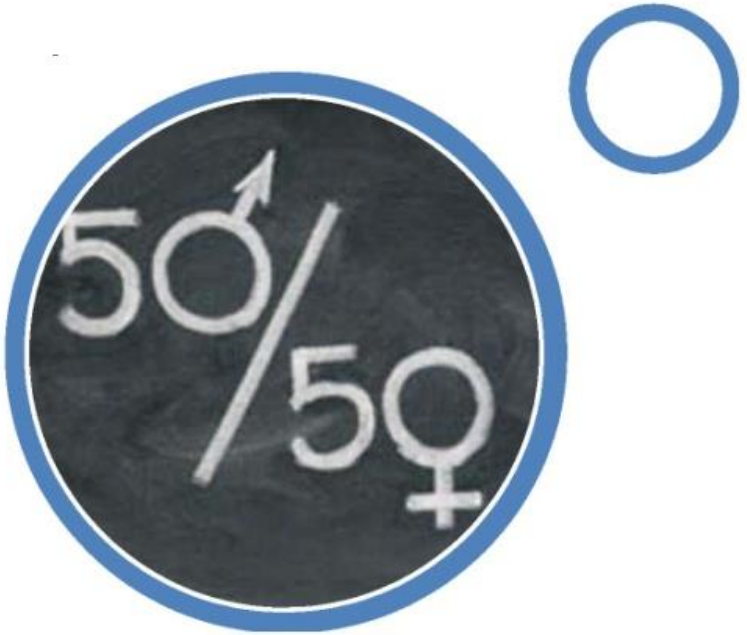
➲Equal: Human nature and dignity



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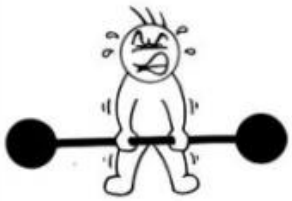
Complementary

➲Different: Biological Characteristics



Strength

Height

Pregnancy

Brain

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Complementary

➲Different: Cognitive dimensions

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Complementary

➲Different: Psychological dimensions

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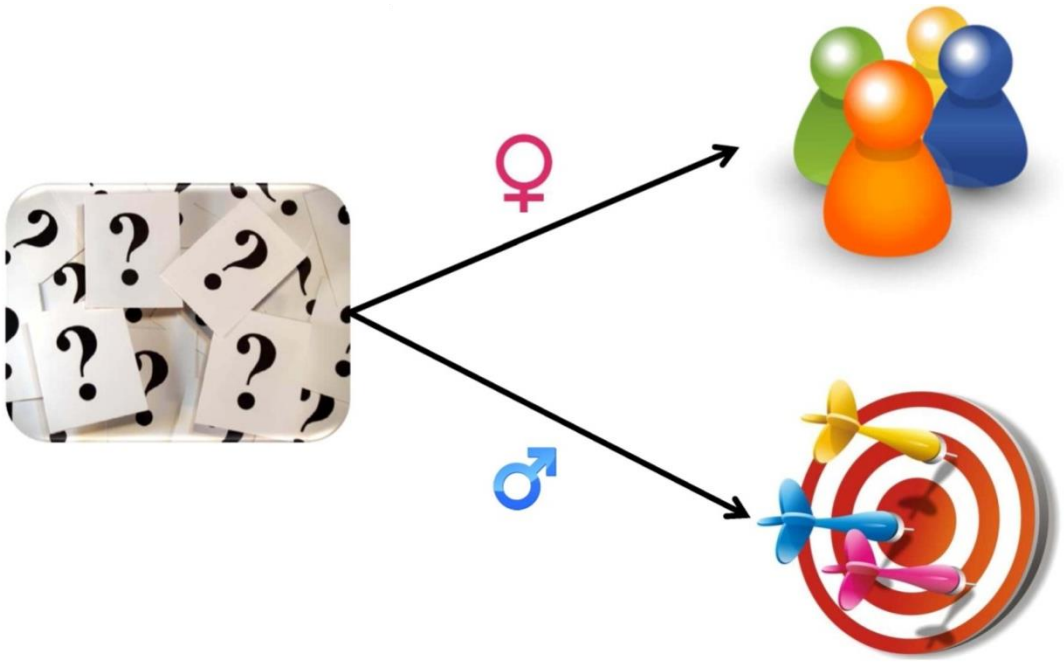
Complementary

➲Different: Affective Dimensions



Synergetic

➲Complementarity

Better decisions

Dynamism

Learning

Reciprocity

Corporate Family Responsibility

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.

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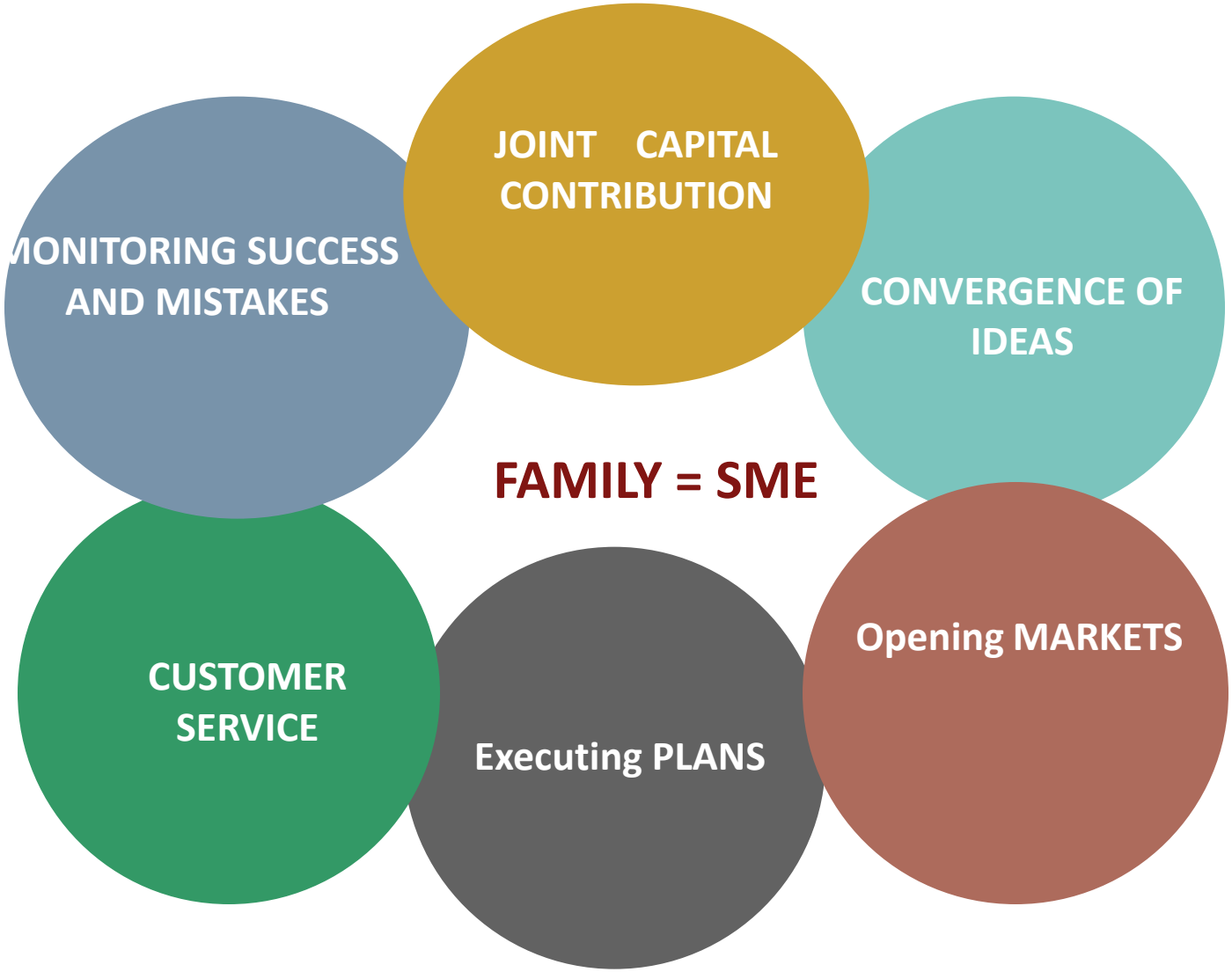
The Family is a school for developing managerial competencies



Management competencies and their development in the family

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

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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%

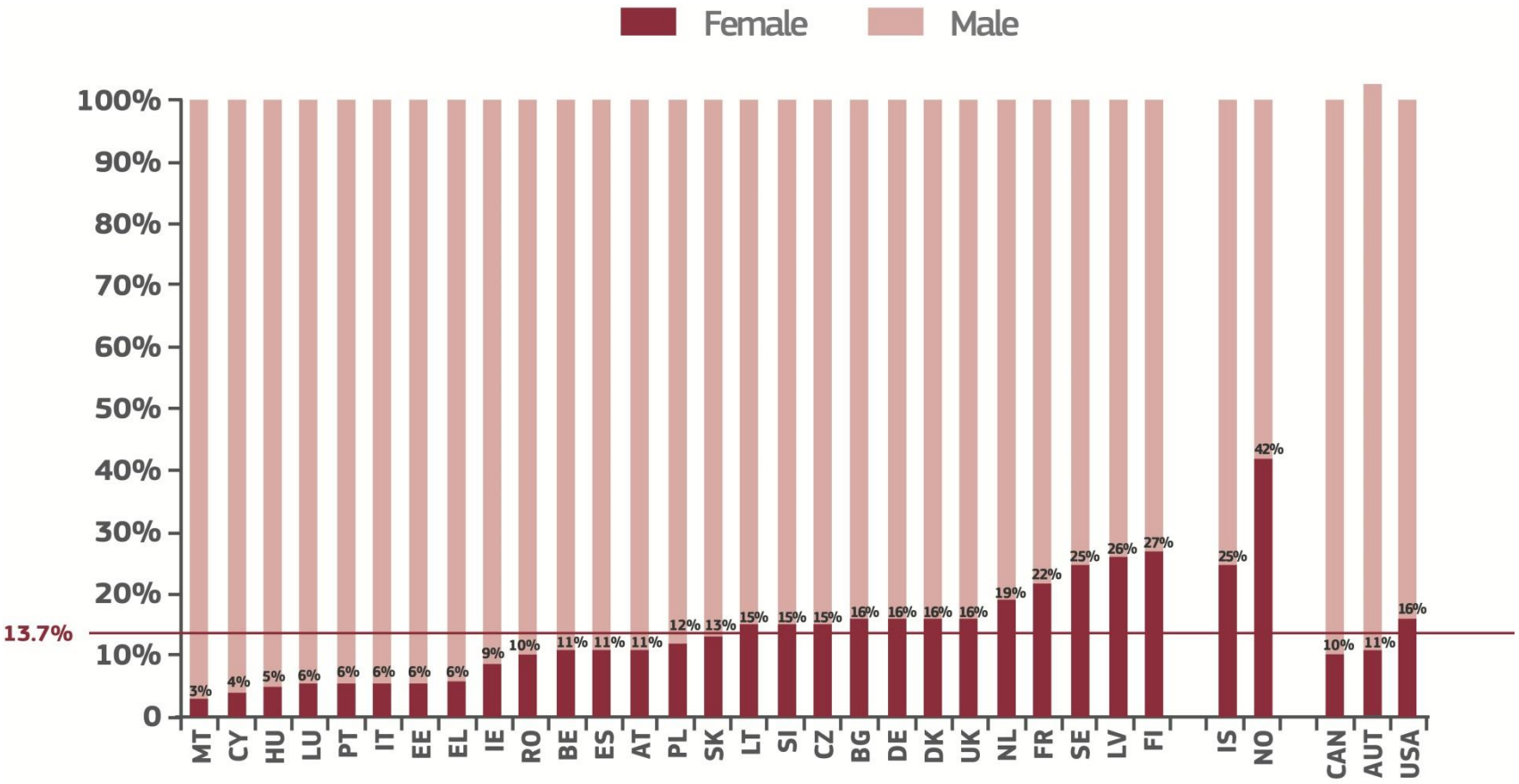
-ASIA-PACIFIC: 35-45%

-JAPAN: Managers 8%

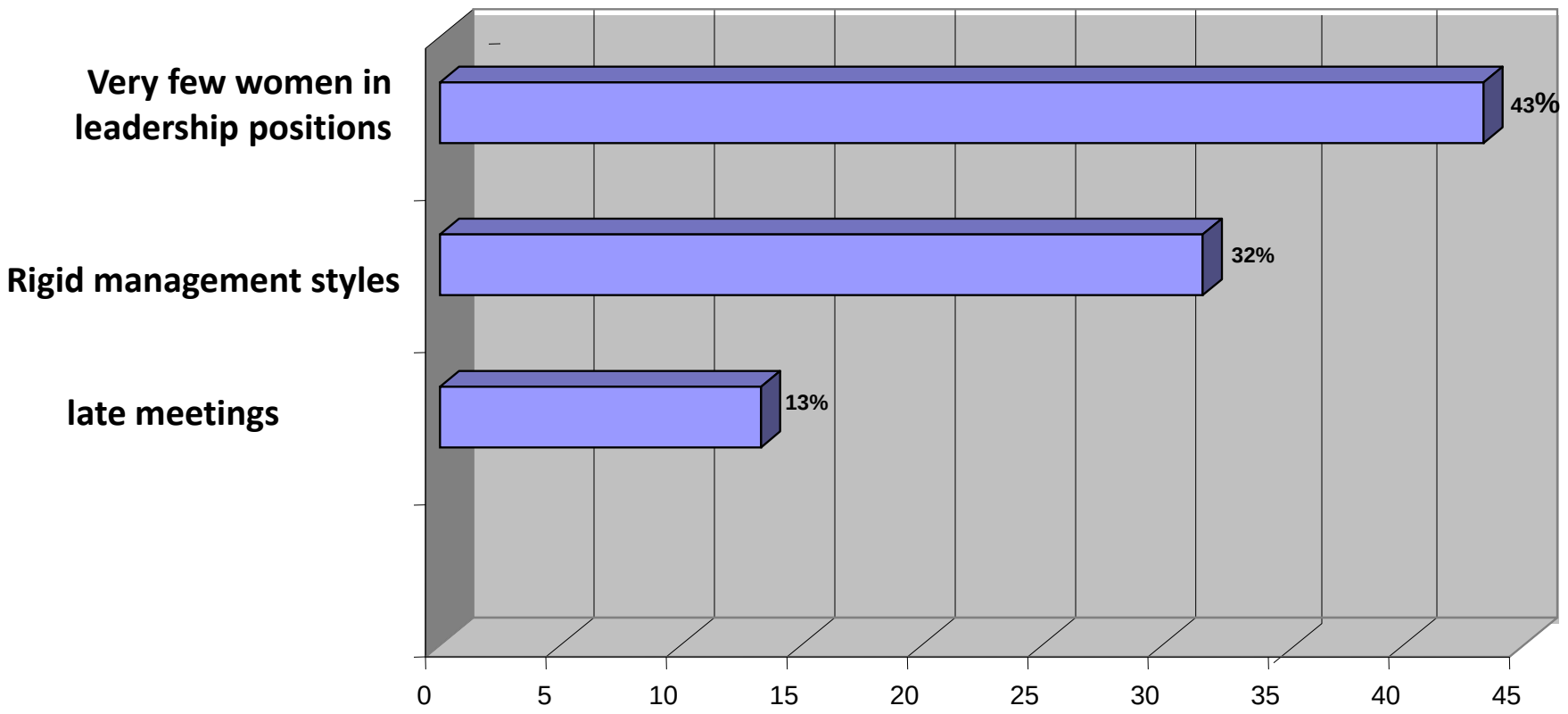
-

(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



Source: Chinchilla N., Leon C., Torres E., Canela A., *"Drivers and Brakes to the advancement of management women in organizations". IESE 2006*

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Keys to Women's developpement Agenda-Post 2015
3 F's

- **F**amily → **C**orresponsibility and **C**ompetences
- **F**emininity → **C**omplementarity and **C**are
- **F**lexibility → **C**ommitment

BEST PRACTICES IN COMPANIES

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

Obstacles in Africa: NIGERIA

- 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 recruitement 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)

BEST PRACTICE IN FOCUS : XEROX

"We discriminate on ability only"

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"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

BEST PRACTICE : XEROX

"We discriminate on ability only"

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.

BEST PRACTICE : XEROX

"We discriminate on ability only"

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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

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Work-life conflict is increasing

health-care system in risk

High levels of **STRESS**

Difficulties to care for the **elderly and other dependent**

cost of **ABSENTEEISM**
- to employers

- High risk of **BURNOUT**

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

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

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Flexibility and family responsibility help companies to be more:

- *Productive*
- *Competitive*
- *Sustainable*
- *Responsible*
- *Inclusive*

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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

NO CFR = COST

- 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

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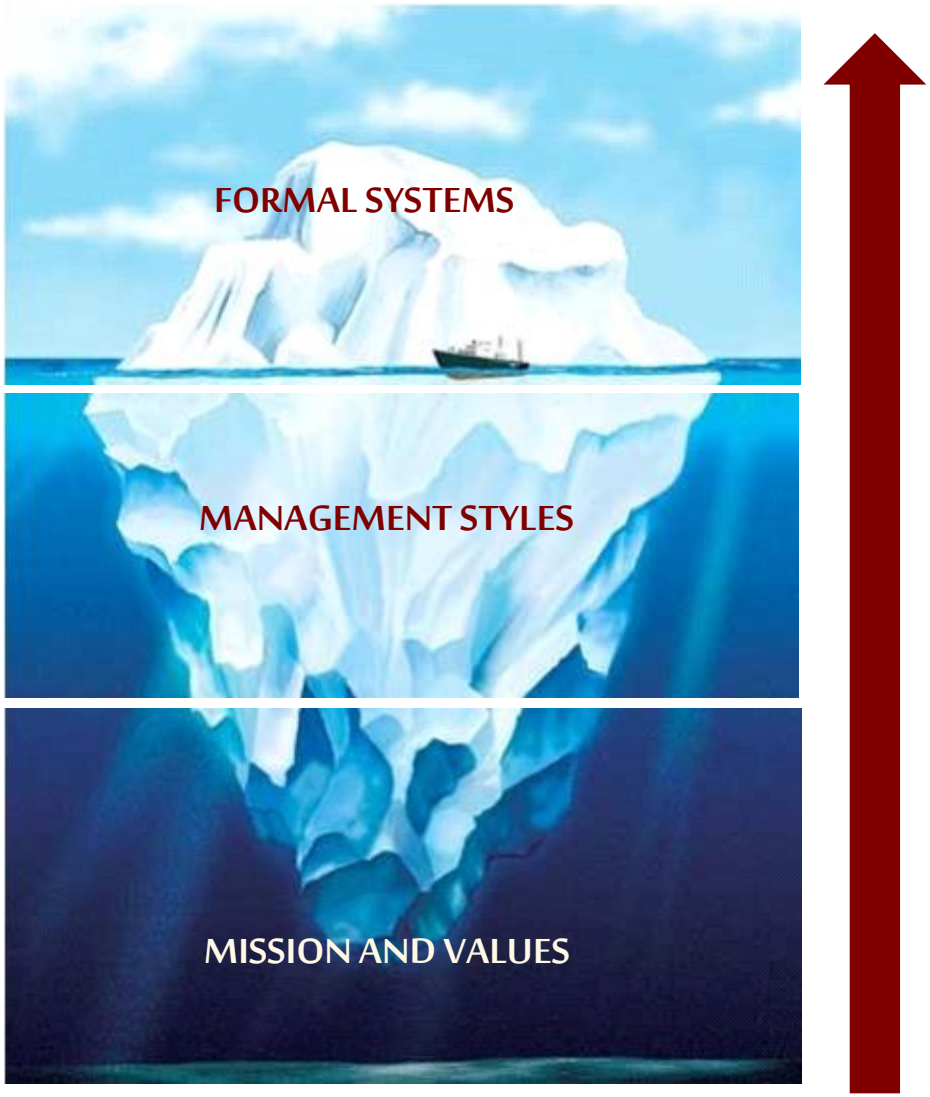
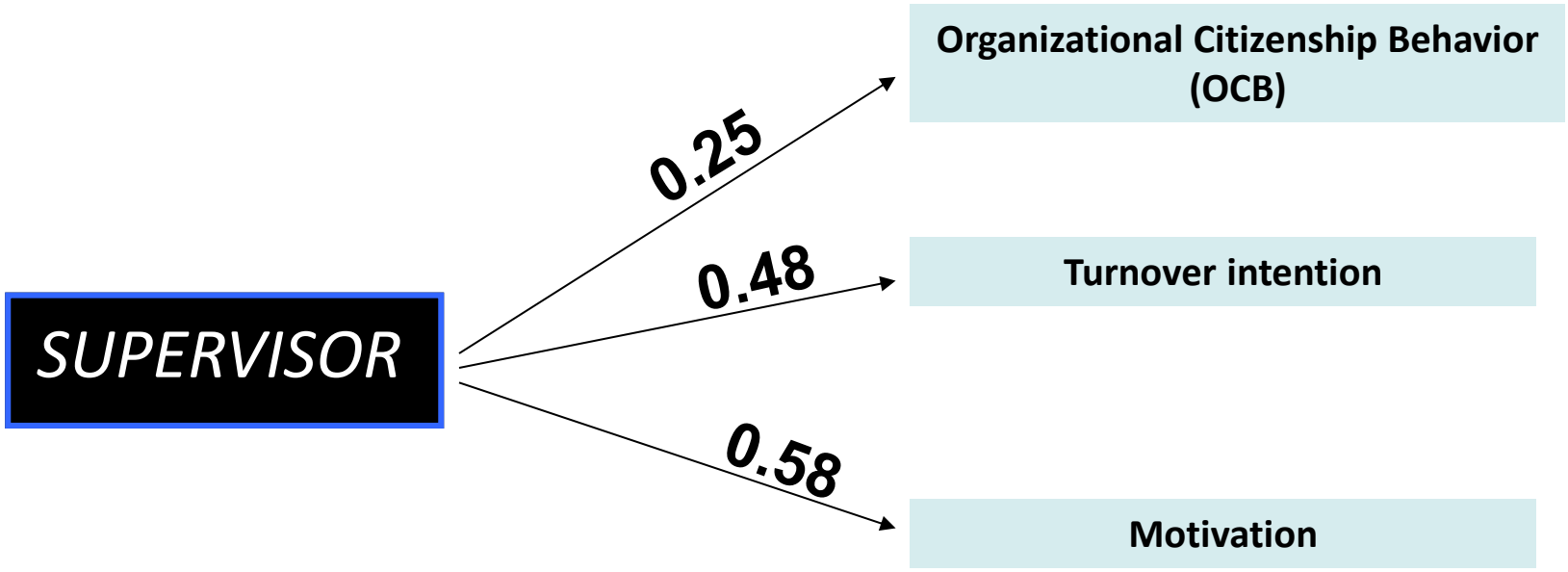
Barriers to the Work-Family Balance

The Reality of an Organization



The impact of a supervisor



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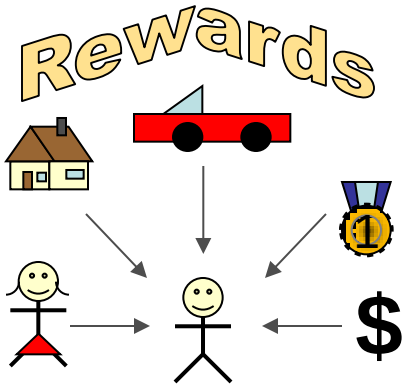
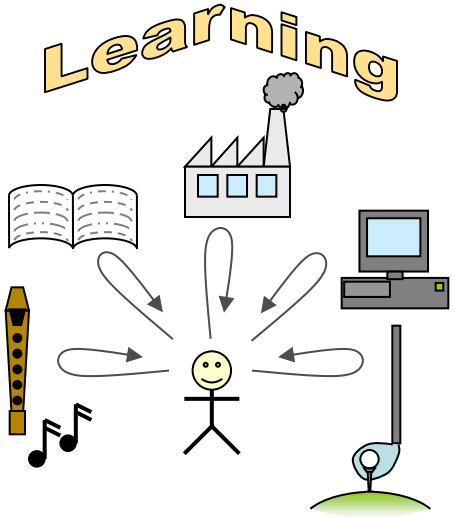
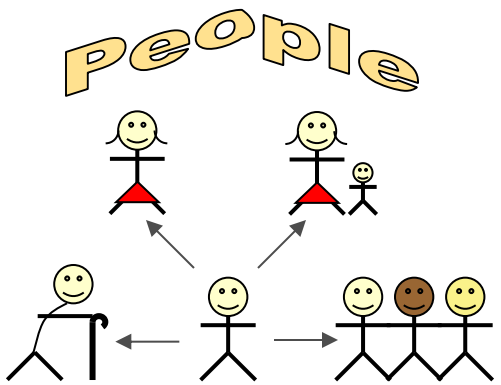
Types of Motives



Extrinsic



Intrinsic



Transcendent

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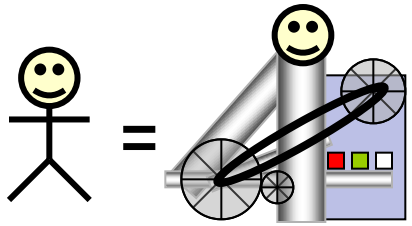
Three Paradigms

1st. Model

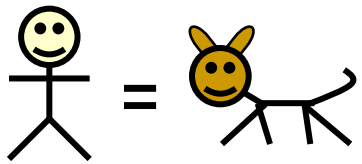


Person *Machine*

Economy

Producer/
consumer

2nd. Model

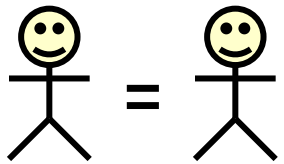


Person *Animal*

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

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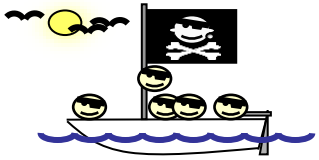
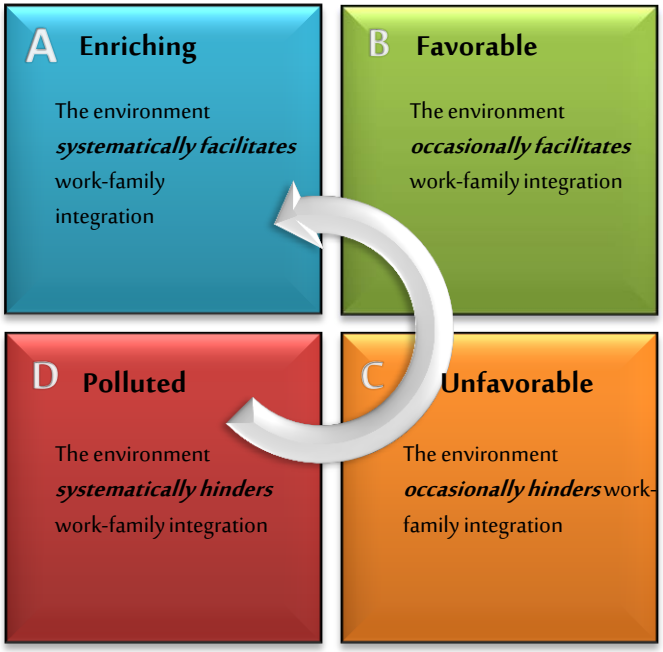
Organizational paradigm	Focus on work	Focus on work-family	Reasons for Work-family policies/CFR
Mechanistic 	Employee is evaluated by the number of working hours	The company does not feel responsible for the work-family balance	Legislation Reputation (Effectiveness)
Psycho-social	Employee is evaluated by the tasks and goals	The company sees that work-family balance is an important issue to take care of	Talent retention Reactive company (attractiveness)
Anthropologic	Employee is evaluated by his/her differential contribution to the company's mission	The company is a flexible organization with Corporate Family Responsibility	Real needs of the worker Proactive company (unity)

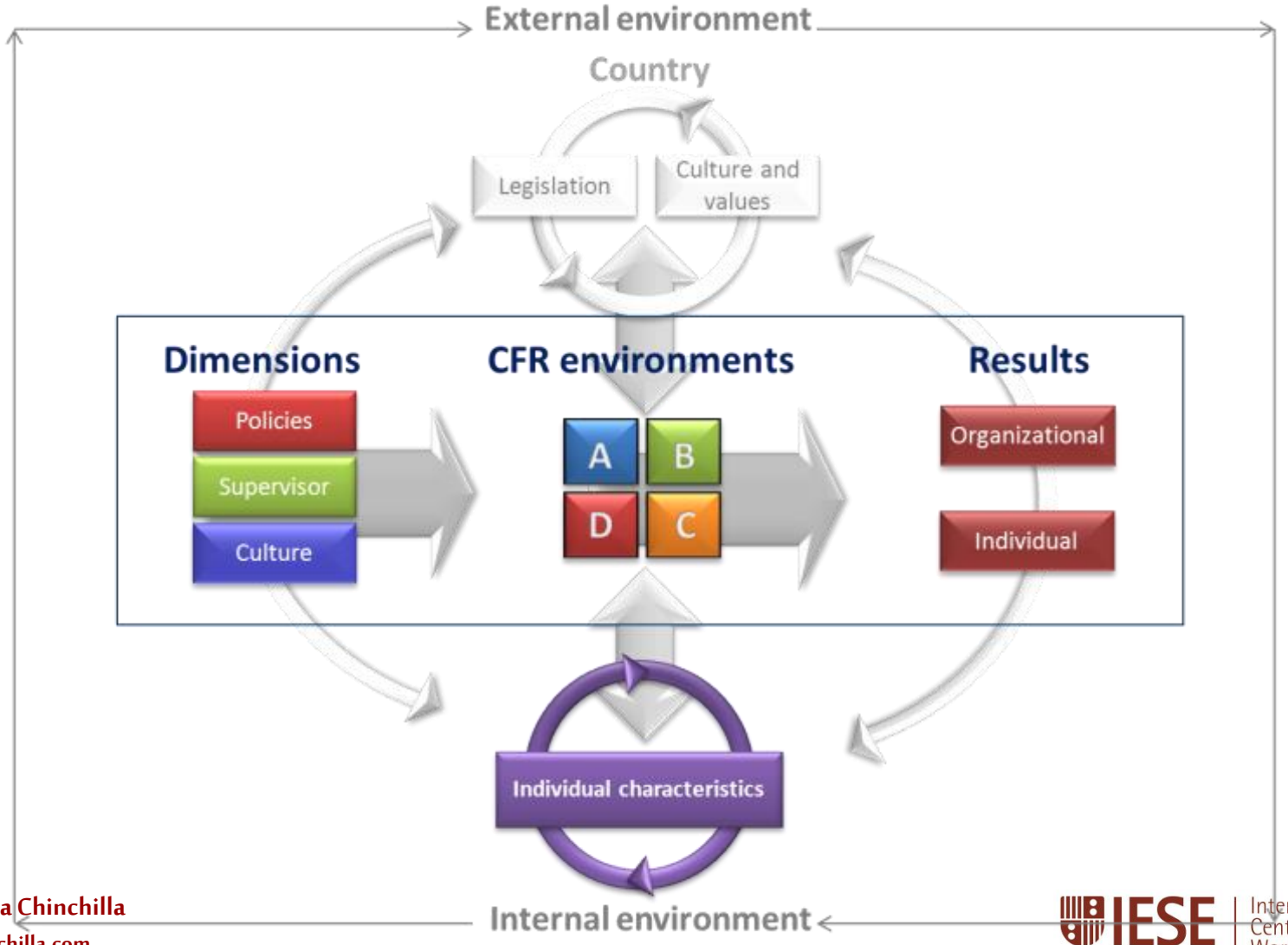
Types of environments



The degree of Corporate Family Responsibility is determined by:

- ✓ Supervisor support
- ✓ Company culture
- ✓ CFR Policies

Model


External environment
Country
Legislation
Culture and values
Dimensions
CFR environments
Results
Policies
Supervisor
Culture
A
B
D
C
Organizational
Individual
Individual characteristics
Internal environment

IFREI in 22 countries

GLOBAL PERSPECTIVE

50 organizations are part of the CLUB IFREI

> 23.000 employees have participated in the IFREI Survey

IFREI
CORPORATE FAMILY RESPONSIBILITY

Participants

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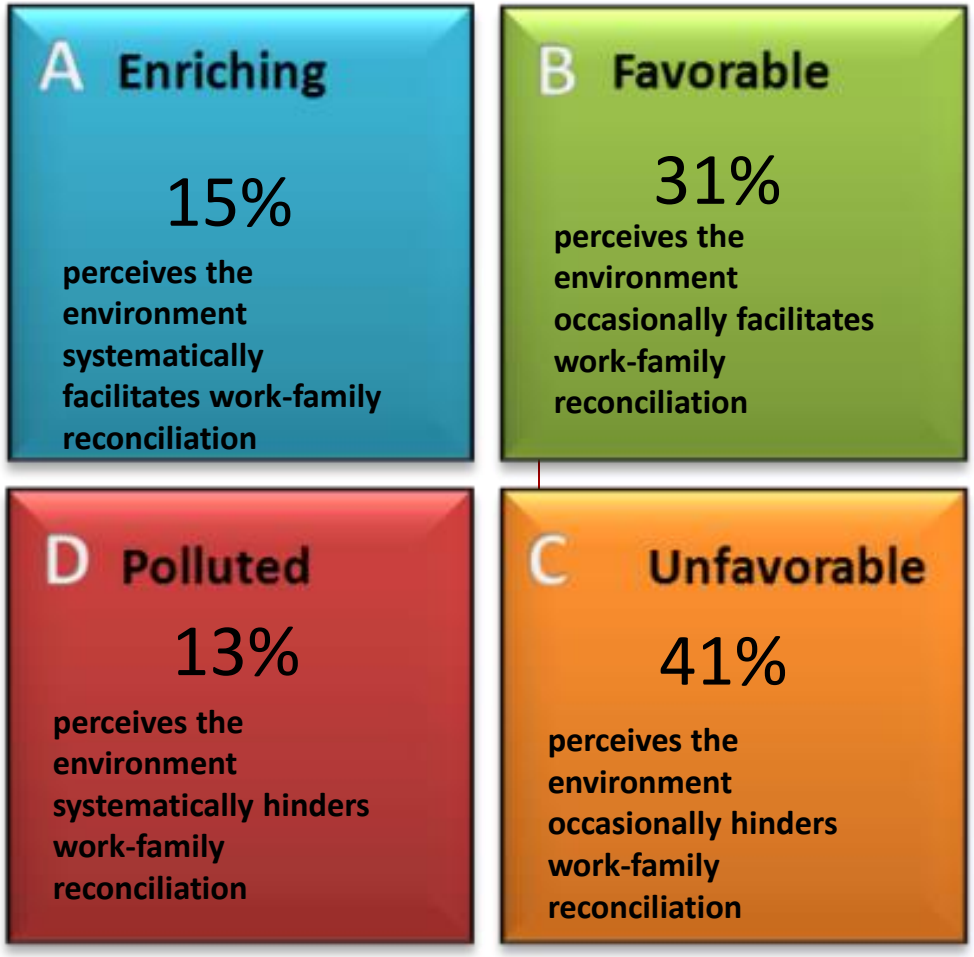
IFREI
CORPORATE FAMILY RESPONSIBILITY

Participants

IFREI
CORPORATE FAMILY RESPONSIBILITY

IFREI CLUB

Working environment perception
- *WORLD IFREI*

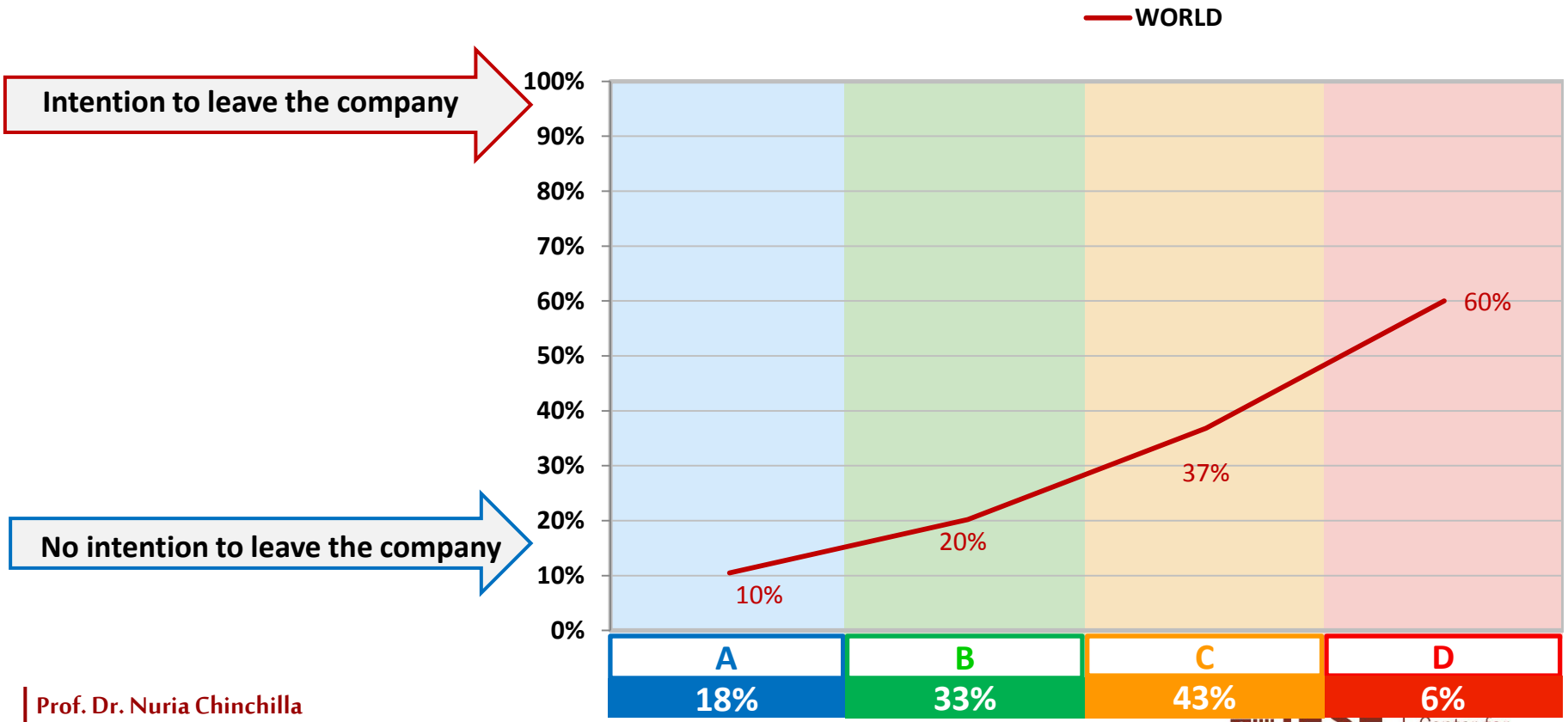


Intention to leave the company

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.



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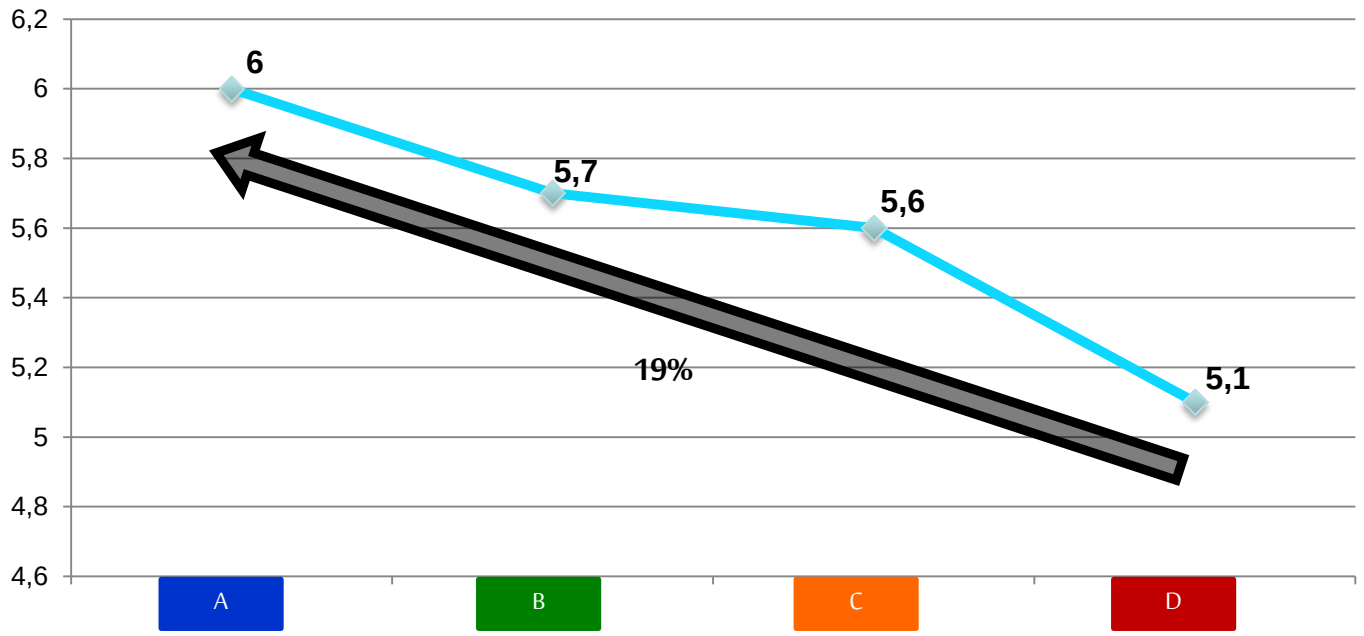
PERFORMANCE



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Key to Women developpement agenda post 2015

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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…

INSPIRING WORDS…

"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."

PEREZ LOPEZ J.A, former dean of IESE Business School (1994)

- "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

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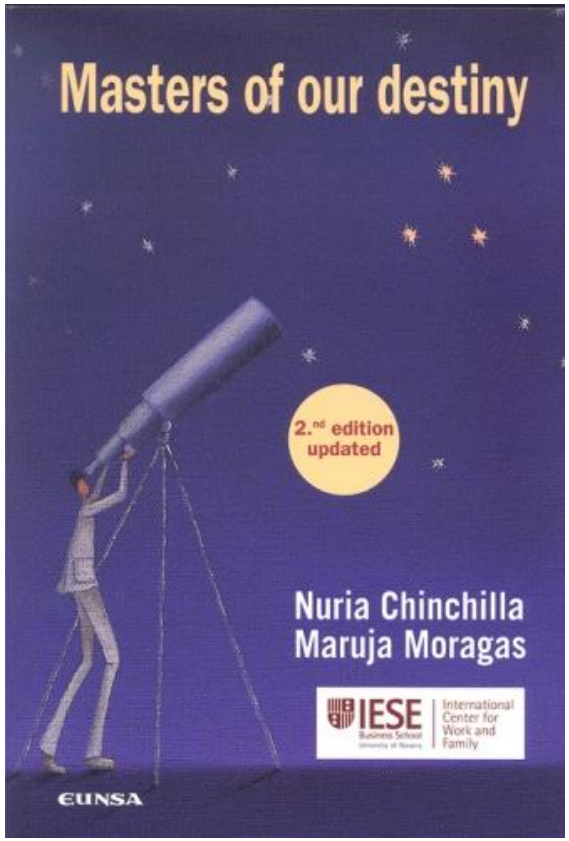

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