

# Four key factors for success

Key success factors	Reflection points	Practical steps to accelerate progress
<b>1. Lead from the top</b>	<ul style="list-style-type: none"> <li>How closely is gender parity tied to your long-term success and strategy? How clearly is it articulated as a strategic business imperative?</li> <li>How visibly does your CEO and Executive Team lead the push on gender parity? How often do they talk about it? How strongly do you see them walk their talk?</li> <li>How often have you seen bold moves to hire or promote women into roles that have traditionally been filled by men?</li> <li>How frequently are poor behaviours tolerated?</li> <li>How common is active sponsorship of women leaders from the highest levels of the organisation?</li> </ul>	<ol style="list-style-type: none"> <li>Create the business case for increasing gender parity in your organisation – quantify the business benefits of having more women leaders and the risks of stagnation or regression. Link this to your long-term business strategy.</li> <li>Develop a clear strategy for improving gender parity, with targets and metrics.</li> <li>Articulate the expectations of senior executives to lead from the top, set the tone and walk their talk.</li> <li>Create a sponsorship programme that matches your high potential women leaders with senior executives who can actively support their career development.</li> <li>Establish the habit of calling out behaviours that negatively impact all of the above steps.</li> </ol>
<b>2. Change the culture</b>	<ul style="list-style-type: none"> <li>To what extent does your culture enable women to thrive? How well do you understand what features of your culture enable and inhibit progress on gender parity? What are the behaviours and mindsets that might need to change? What data do you have on this?</li> <li>What processes in the employee lifecycle could unintentionally be creating barriers to gender parity?</li> </ul>	<ol style="list-style-type: none"> <li>Interrogate any existing data on your culture, or conduct a culture assessment, to identify the strengths you can leverage and the features you need to address.</li> <li>Review all decision points of the employee lifecycle to assess for bias and identify how to realign to encourage rather than undermine gender parity.</li> <li>Run female-only leadership programmes and coaching to address confidence, connections, career focus, resilience and sense of agency.</li> </ol>
<b>3. Drive accountability</b>	<ul style="list-style-type: none"> <li>Do you know where the biggest challenges are?</li> <li>Do you have clear targets for progress at different levels within the organisation?</li> <li>To what extent are leaders held accountable for progress? Is progress linked to their pay?</li> <li>How do you evaluate the impact of your efforts? What outcome metrics do you have, and what do these tell you about where to focus investment?</li> </ul>	<ol style="list-style-type: none"> <li>Review or collect data to establish the current state of affairs across the organisation and identify where you need to focus effort.</li> <li>Set and publish targets for progress at different levels, or in different parts of the organisation and link these to senior executive remuneration.</li> <li>Create success criteria and evaluate the impact of gender parity interventions using quantitative and qualitative measures to understand not just whether an intervention had an impact, but also how and why. Make continuous improvements based on these results.</li> </ol>
<b>4. Don't declare victory too soon – persevere</b>	<ul style="list-style-type: none"> <li>What is the timeframe of your gender parity strategy? Are you looking year by year, or do you have a multi-year approach?</li> <li>What is the typical timeframe within which your organisation operates? How can you keep people's attention over the longer-term? What can you learn from other strategic projects that have maintained momentum over many years?</li> </ul>	<ol style="list-style-type: none"> <li>Create a strategic approach and dashboard of metrics that combine quick wins, regular milestones and long-term objectives.</li> <li>Articulate a narrative that both celebrates progress along the way, and keeps up the pressure for longer-term action.</li> <li>Communicate the impact of all interventions to employees, customers and the market.</li> </ol>