

Women in IT

Prepared and Delivered by:

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@digitalleaderau

#digitalleadership

Your accidental panelist



Brussels



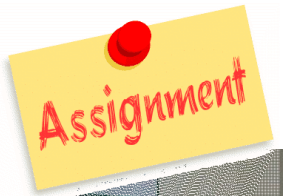
Brussels

world leader in promoting greater participation of girls and women”

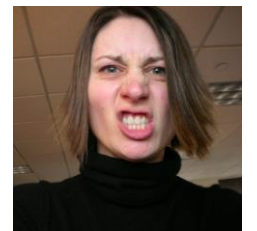
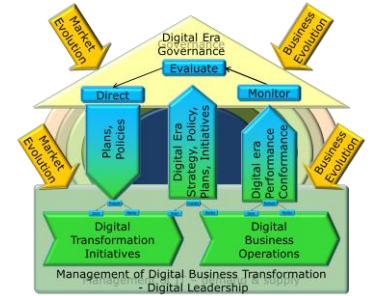
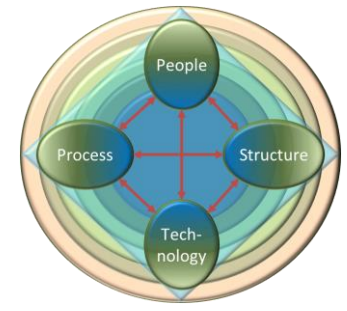
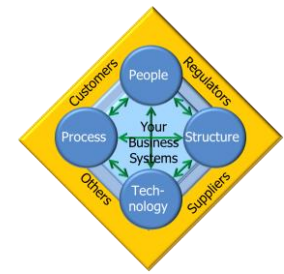


Melbourne

“help our members navigate the journey into an unprecedented digital future”



“Tech Session : Women in IT”



Women in Digital leadership

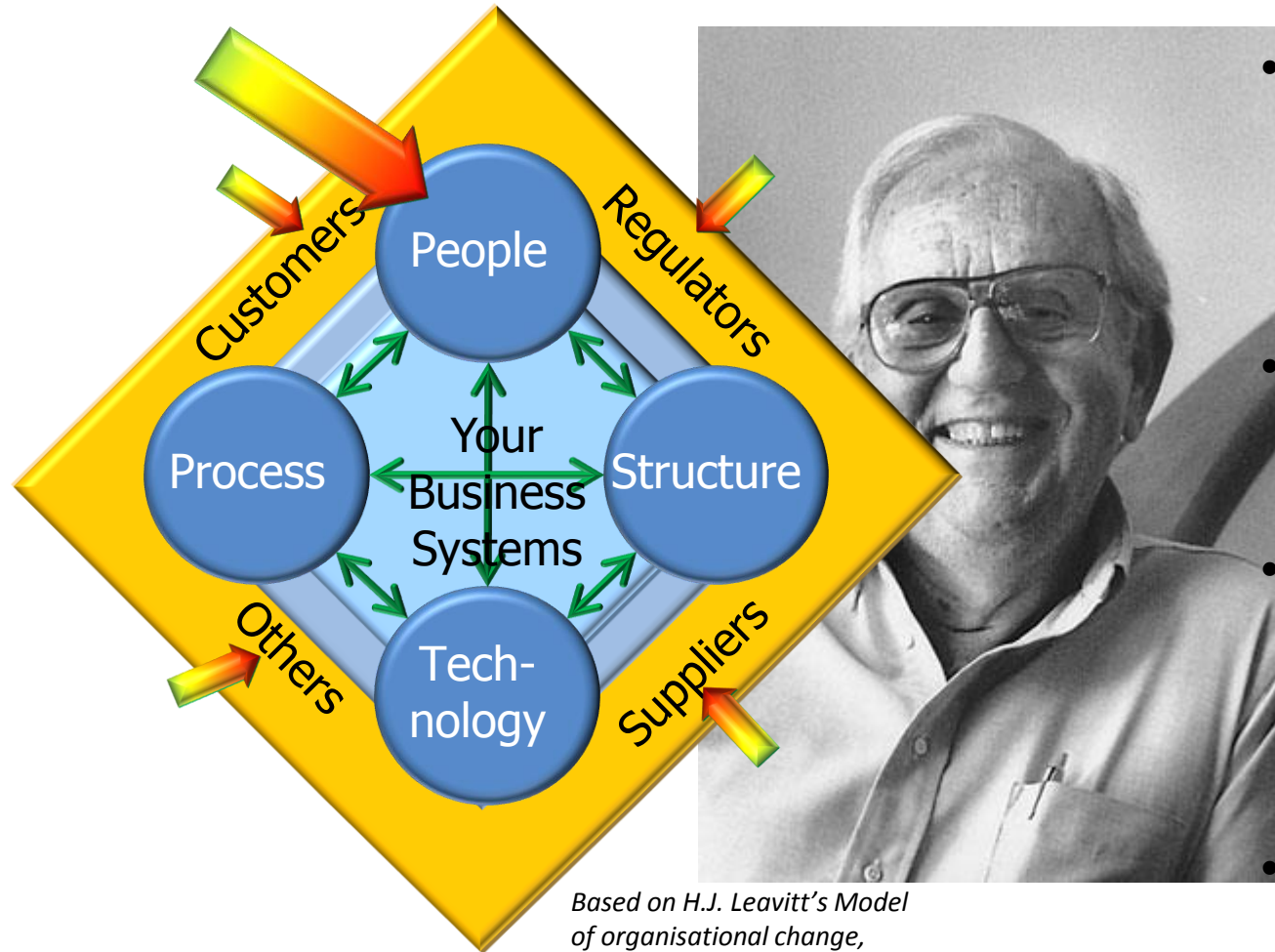
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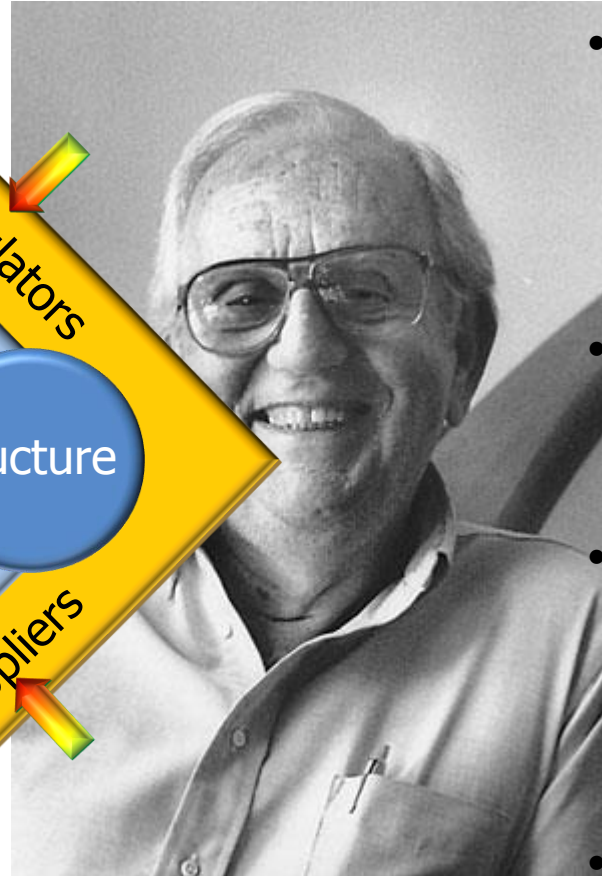
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Context: The Role of Women in InfoTech



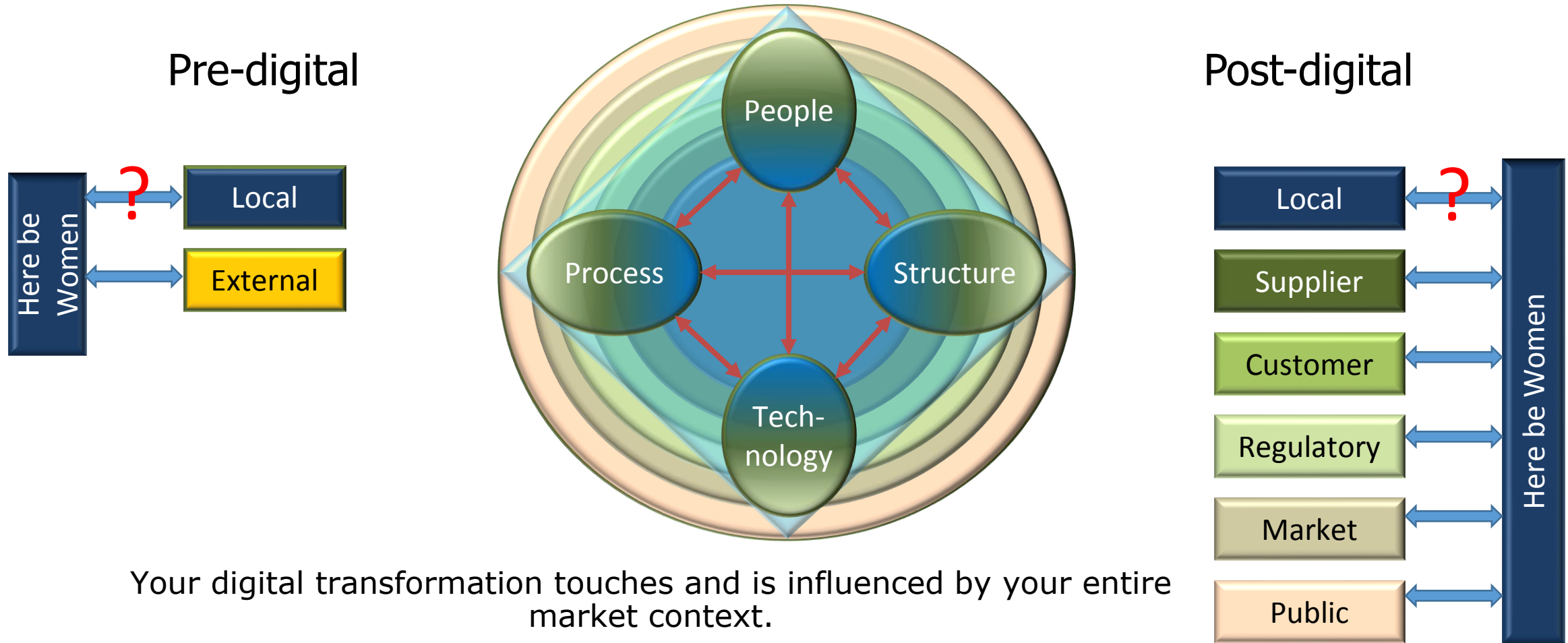
*Based on H.J. Leavitt's Model
of organisational change,
published in 1965.*



- **Four key elements of operating organisations**
 - People – who participate in business events
 - Process – what business events take place
 - Structure – where business events happen
 - Technology – enabling and recording events
- **Operating context of the organisation**
 - External
 - Internal.
- **Women are integral to our world**
 - In our organisations
 - Customers
 - Regulators
 - Suppliers
- **Failure in diversity means**
 - Loss of insight and capacity internally
 - Weaker understanding and engagement externally
 - Reduced performance

Context: The Role of Women in InfoTech...

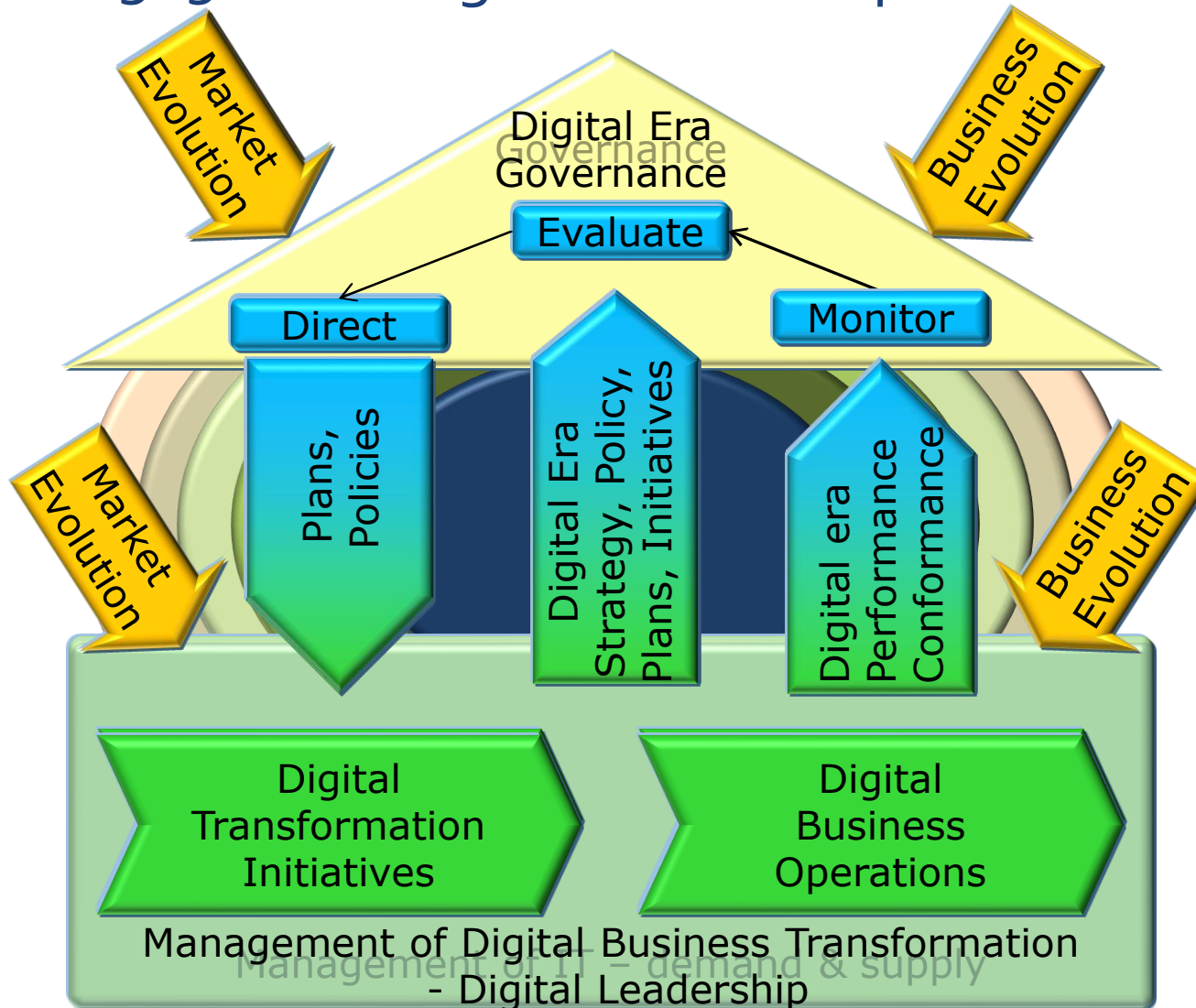
The Landscape of Digital Transformation



Your entire context is multi-gendered and diverse!

Context: Directing and Controlling the Use of IT

ISO 38500 for Digital Leadership & Transformation



ISO 38500

Definition:

- Governance of IT is the system by which the current and future use of IT is directed and controlled.

Principles

- Responsibility
- Strategy/Plans
- Acquisition/Initiatives/Expenditure
- Performance
- Conformance
- Human Behaviour

Context: Digital Leadership



- Digital Leadership is the capability of (business) leaders to identify and realise opportunity for (business) growth and value through effective, efficient and acceptable use of Digital Technologies (IT).
- Digital Leaders:
 - seek technology enabled business models to reinvent the business;
 - seek technology enabled business models to expand and diversify;
 - understand the digital ecosystem, suppliers, competitors and customers; are using technology to advance their interests;
 - ensure the digital transformation of the organisation; have a clear, compelling vision;
 - seek to keep technology at the heart of the business; have the ability to see the potential in technology;
 - understand that successful digital transformation is not just about technology delivery, but technology enabled business model innovation;
 - organise, engage and focus the organisation for change;
 - activate all resources for change.

Problem: We are very short of Digital Leaders!

Question: Can women be Digital Leaders?

Responsibility: Who owns the challenge?

Who ensures that women are in Digital Leadership Roles?

- Classical responses – Board/Exec/Management aided by policies and behavioural adjustment programs with women self-advocating.
- Complementary changes in the “People supply chain”
- Encouraging interest

But

- The pool of recognisably competent Digital Leaders is small.
- Many current Digital Leaders are women.
- We need to develop Digital Leaders.
- Women and Men can grow equally and together.
- Leadership planning can be a focus for managing diversity.
- (Digital) Leadership development organisations can step up.

Any organisation seeking Digital Leaders **MUST** look to diversity for resources.

Strategy: How do we bring women into DL?



What strategies will lead to gender balance in Digital Leadership?

- Standard response set – mentoring, development, measurement, reporting
- Pitch DL as interesting, exciting, rewarding, relevant and suitable for women
 - It's not about the machines – its about the customer!

Plus

- Understand how women relate to required Digital Leadership competencies
- Seek the right calibre of people for Digital Leadership development
- Establish balanced Digital Leadership Development programs

And

- The nature of work is changing in ways that help balance
 - Part time
 - Remote and mobile
- Build that change into the leadership development program.
- Promote successful female DL's as role models.

Initiatives: What objectives should we pursue?

What objectives should initiatives to advance women pursue?

- More classical responses focused on mechanics: Quotas, remuneration equality, pipeline of female candidates for roles, mentoring

But

- Avoid metrics that address the mechanics of diversity
- Focus on outcomes that are enabled through diversity
 - different ideas
 - great debate
 - meaningful conflict
 - effective teams
 - more engaged workforce
 - improved productivity AND sustainability
 - organisational growth.

Performance: What outcomes should we seek?



What specific and measurable goals should we pursue?

- It's actually very hard to put a finger on this...
- Most measures focus on comparison – male vs female
- Quota filling WILL set people up to fail!

So

- Employ the best person for the role – assess suitability
- Provide coaching and support in the role – assess growth of individuals
- Enable both women and men to succeed – who is accessing support?

And

- The board should ensure appropriate goals and measurement.
- Seek to understand the causes behind imbalance and address them directly.

Conformance: Are rules relevant?

What conformance rules should govern women in Digital Leadership?

- Responses on this point were sparse.
- In Australia, conformance rules are not working!
 - Driving lip service – tick the box.
 - Probably focusing on the wrong aspects – measurement based.

Plus

- It's a social and attitudinal question

So

- Re-orient conformance – from rules to behaviour and outcomes
 - Truly provide the same opportunities and rewards
 - Trap the weaknesses early and correct them at root
 - Engage the constituents, hear what they think and ACT on it!

Human Behaviour: How is it relevant?

What aspects of human behaviour must be understood and addressed?

- This is the core of the issue: the inherent but frequently irrelevant and sometimes very useful difference between women and men.
- But, different doesn't mean bad. Different means DIFFERENT in many subtle and less subtle ways.
- Women and men tend to have similar needs, but approach them differently.

Plus

- Learned behaviours and unconscious bias are significant elements to be continuously addressed.
- Digital Transformation is about business, not technology, so a greater percentage of women already have necessary expertise for Digital Leadership.

Responsibility of business leaders...

...is to lead change from the front.

- Plan the future model for a digital era business that makes best use of talent and develops talent as necessary.
- Orchestrate pervasive change to the systems of business – people, process, structure and technology, ensuring that they embrace principles of diversity and equality.
- Relentlessly drive change at the four points of the business system, never forgetting that to reduce emphasis in any one aspect WILL result in failure.
- Persistently measure diversity and equality performance in business terms and control change in those terms - ideas, insights, satisfaction, productivity, growth, culture.
- Encourage and reward appropriate behaviour of the people involved to maximise the outcomes of planned change.

That's all for now, folks!

Thank you for your time today