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UGM

# Research Briefing

## Personal Influence at Work: Diversity Perspectives



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CONSULTING

In association with

**WomenOnBoards™**  
the next generation of directors

# Personal Influence at Work



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# 1. Introduction

*What are your three biggest obstacles to career progression?*

*"Ability to sell myself and make my case for promotion/role change. Biased executive culture towards working mothers in executive roles. My own ability to identify and plan my next move." (Male Senior Manager, Public Sector, 35-44, PIQ 2011)*

*"I do not network the same as my male colleagues. They seem so blatant in their 'sucking up'! I do not tell the world about my successes. I need to sing my own praises higher and wider. I need to call something done sooner. I wait until it is 100%. I need to call it a success at 80% and ride the wave in for the remaining 20%." (Female Manager, Large Corporate, 35-44, UGM PIQ 2011)*

*"Trying to introduce a new mode of operation in an organization where everyone is passionate about the company and products, but are all very set in their ways. Being heard when there are more than 2 male managers in a meeting. My own confidence in my ability." (Female Manager, Medium-sized Enterprise, 45+, UGM PIQ 2011)*

**M**ost people are concerned with getting ahead in the workplace. Understandably, since so much time is spent working. Humans also have a strong desire for fulfilling work, and the opportunity to learn and grow.

UGM's core business is helping organisations find new ways of working that make a measurable difference. Significant work and experience in the field highlights the importance of individual contribution. After all, the basic building block of organisational success is individual contribution. Often enterprises, particularly those that are large and complex, overlook 'individuals'. This seriously impacts both individual and organisational output. It's a lose-lose proposition.

We also know that groups of people are sometimes not fully included, even intentionally excluded. Yet research shows unequivocally that while diversity has some difficulties, there are also rich dividends.

UGM decided to explore what individual-based factors in the workplace make a difference to people getting ahead. Initial research led to us using a 'personal influence' lens. What sources of influence do people draw on in the workplace? In association with Women on Boards, we then focused specifically on how these sources relate to two of the key diversity challenges of the day – gender and generation. We would like to acknowledge the contribution of the team at Women on Boards and thank them for their assistance.

## 2. UGM's survey of personal influence at work

We started the study by reflecting on our experience gained from working with Executive Coaching clients, teams at various levels and organisations generally, together with data collected from our previous research in this field. We refined our thinking through a series of informal interviews and complemented the data with a scan of current research and commentary drawn from a range of sources.

“The single item, Understanding Influence, emerged unexpectedly, but not surprisingly, as pivotally associated with many of the other items.”

This resulted in the UGM Personal Influence Questionnaire (PIQ), consisting of 30 questions divided into six categories. All categories focused on getting ahead at work and career progression. Respondents rated how 28 items or elements related to them, using a 4 point scale: Definitely, True to a large extent, Somewhat True and Not at all. Two questions on obstacles and support for progression used open text format.

As well as the UGM database, we polled the very large Women on Boards subscriber database (details of the sample can be found in Section 7, Survey Overview). We also received responses from the Australian-based management of a large corporate. In all, 904 people responded to the PIQ. We acknowledge a gender difference in the sample – 765 women, 111 men, with the remainder not reporting gender. Despite the large difference in sub-sample size, there was substantial commonality among samples. We also noted that initial differences between samples narrowed as the sample size of men increased and have no reason to expect that trend would change.

Although we polled four generational groups - Under 25, 25-34, 35-44 and 45+ - we combined the Under 25s and 25-34 group into a single reporting group since the Under 25 group was fairly small. Finally, we presented the findings to 200 survey respondents in four workshop forums, thus establishing strong face validity both for the instrument itself and our findings.

We are grateful to the respondents who are Non-executive Directors or owners of small businesses for mentioning that a few of the alignment-related questions were not directly relevant to their business models. This was noted during data analysis.

### 3. Executive Summary of Main Findings

***Key Finding 1: To get ahead in the workplace, people commonly draw on items categorised broadly into six key areas. These include own goals, alignment, contribution, expressiveness, positioning and maintenance.***

Initially, we compiled a list of items commonly associated with getting ahead at work. Sources included previous UGM research and informal interviews, crosschecked and complemented with a rich variety of Internet sources. All categories rated highly enough to warrant inclusion and discussion, but were not equally important.

***Key Finding 2: The single item, Understanding Influence, emerged unexpectedly, but not surprisingly, as pivotally associated with many of the other items.***

The most interesting and useful finding is the strong association of the ‘understanding influence’ item with many other items. In more the 50% of the questions, the group self-reporting high understanding of influence (65% of sample) achieved scores of 20%+ higher than the group reporting a lower understanding of influence. Level of understanding of influence is a major discriminator in many everyday work tasks. Those with higher levels of understanding fare better in a wide range of activities.

***Key Finding 3: The single largest difference between men and women is acknowledgement of contributions in a way that makes a difference to career progression.***

Overall, there is relatively little gender-based difference on items. Men and women are setting goals, aligning and prioritising work, exercising similar influence and contributing to a similar extent. This makes the 20% difference in perceptions that contributions are valued stand out. 77% of men feel their contributions are acknowledged, enhancing their careers. However, only 57% of women feel the same. Since recognition heavily affects both performance and appraisal, it is of concern that almost a quarter of men feel contributions are not acknowledged. But the fact that almost half (43%) the women feel the same way is alarming. Near-equality on most items does not translate to equality of experience of recognition and progression.

***Key Finding 4: Most generational differences are not much more than a percentage point in size. Notable exceptions are having skills to deal with blockers in the workplace and feeling a sense of purpose and connection.***

There are no major generational differences. However, respondents clearly feel that capability increases with age. The Under 35s are most challenged by workplace blockers (48% U35s have skills vs. 62% of 45+). Only 64% of U35s feel a sense of meaning, purpose and connection (with life generally) compared with 76% of 45+.

***A number of additional insights are worth noting.***

- Fewer than half the respondents (43%) have written short term (1 year) goals and plans, and barely more than half the respondents (57%) believe they will achieve their short term aspirations.
- Substantially more women (70%) maximise career development opportunities than men (55%).
- Surprisingly few (46%) people have and maintain large professional networks, even though many name professional connections as an important factor in progress at work. The likelihood of having such a network increases with age.
- Workloads are heavy. Just over half (53%) the respondents can't deliver without over-extending themselves or compromising quality.

## **4. Research Findings**

***Six areas that impact getting ahead at work***

As outlined earlier, we identified six areas or categories as critical in getting ahead at work. Unsurprisingly, these same categories parallel areas that play a role in organisational performance and organisational health. Organisational performance requires the achievement of measurable goals or targets. Organisational health focuses on aligning efforts, taking action and implementing plans and, finally, on renewal. Each of the 28 questions rated was assigned as an element/item to one of six broad categories or areas critical in getting ahead at work.



The single largest difference between men and women is acknowledgement of contributions in a way that makes a difference to career progression.

## Six areas of focus

1. Own goals
2. Alignment
3. Contribution
4. Expressiveness
5. Positioning
6. Maintenance

The six areas include a person's own goals (performance), alignment (with strategy), contribution (to implementation), expressiveness (which links closely with execution), positioning and maintenance (linked to sustaining effort and renewing energy). All six areas contribute to getting ahead at work, as discussed below.

### *Own Goals*

Own goals involves the element having a clear, written pathway or plan for short term (one year horizon) career goals. We also explored the level of confidence in achieving the one year goals and the extent of support from mentors.

A surprisingly low 43% of people have clear, written short terms career goals and plans to achieve them. Consequently, it is less surprising that only 57% of respondents actually feel they will achieve their short term career goals. We found a strong relationship between having written career goals and plans, and the likelihood of achieving them. People with written goals felt they were more likely to achieve them. Other studies also support these findings<sup>1</sup>.

Overall, 56% of women felt they would achieve their short-term career goals compared with 65% of men. We examine this more closely in Table 1 below. It's worth noting there is little generational difference in planning and achieving short term career goals. There is, understandably, a difference in the use of mentors.

**Table 1 Own goals - generational comparison**

Element	U35	35-44	45+
Clear goals, written pathways for short-term	43%	42%	44%
Likely to achieve short-term goals	55%	56%	59%
Career mentor (now or recent past)	43%	40%	30%

### *Alignment*

Alignment maximises the value of effort by closely linking it with organisational direction<sup>2</sup>. We explored items including how well people understand their organisation's strategy, their bosses' deliverables, their own deliverables and the prioritisation of personal effort that flows from aligning all of these.

Overall, respondents reported paying attention to all elements in this category. More than 80% of respondents: understand their own work relative to the deliverables of their boss (81%); know how their work relates to organisational strategy (86%); have clarity of deliverables (84%); and prioritise their work for greatest value (83%). There is no notable difference between genders, but the U35s score mostly in the high 70's, suggesting slightly lower alignment in this age group. One possible reason is that they do not know exactly what the strategy is and, in fact, only 71% of U35s report that they have a clear picture of their organisation's strategic goals.

1. Locke, EA and Latham, G P (2002) Building a Practically Useful Theory of Goal Setting and Task Motivation. *American Psychologist*, 57 (9), 705-717

2. Collins, J and Porras, J (2004) *Built to Last*. New York: Harper Collins



### Contribution

We explored the extent to which people feel they can make regular, meaningful contributions at work. We asked about recognition and acknowledgement for those contributions<sup>3</sup>. The focus was on career progression outcomes in the longer term. We also checked the extent to which this was possible without over-extension or compromising quality. Since teams play an important role in today’s workplace, we asked for a self-assessment about working in teams. Finally, we asked about personal use of influence in getting the job done.

**Table 2 Contribution - gender comparison**

Element	Women	Men
Make regular, meaningful contributions	83%	89%
Contributions acknowledged, enhance career	57%	77%
Deliver w/o compromising quality / over-extending	53%	57%
Good in teams	89%	85%
Regularly and confidently exercise influence	79%	78%

Overall, 84% of respondents feel able to make regular, meaningful contributions in their workplace. There is a modest variation between women (83%) and men (89%) and no notable generational differences. Almost 90% of respondents see themselves as good team people, while just short of 80% say they regularly and confidently exercise influence while contributing. Although there is no gender difference, there is, understandably, some generational difference. Fewer Under 35s (71%) regularly and confidently exercise influence than 35-44s (77%) or 45+ (83%).

We also note that only 53% of respondents say they can deliver without overextending themselves or compromising on quality. There is no gender difference, but 35-44s fair worst (47%), Under 35s are second-best at only 52% and 45+ not much better at 60%. A major insight is that neither over-extension nor compromising quality is a sustainable way of addressing these high workloads.

Career-enhancing acknowledgement of effort provides the largest cause for concern. First, the overall score is relatively low. Second, this item delivers the most profound gender difference in this study. While only 77% of men sense acknowledgement of effort, a full 20% fewer (57%) of women feel the same. We look at this critical and concerning disparity in greater detail in the section, Gender Differences, below.

### Expressiveness

No one can work without communicating, so expressiveness looked at applied communication in the workplace. Elements included the extent to which people can get speaking turns in meetings and make regular, confident contributions in meetings<sup>4</sup>. We also asked about skills to deal with conflict and with ‘blockers’ at work, as well as the extent to which people feel they have visibility and presence.

3. Robertson, G (2009) Distributing team leadership: a grounded theory study of how followers exercise leadership. Unpublished Doctoral Thesis, University of Western Australia.

4. Byrne, M (2005) Workplace Meetings and the Silencing of Women. Unpublished Doctoral Thesis, University of Western Sydney.

Expressiveness is about applied communication in the workplace. It includes elements of visibility, presence, turn-taking and speaking in meetings and the ability to deal with workplace conflict and 'blockers'.

There is greatest variability in this important area. Overall, element averages for women and men are much the same for securing speaking turns in meetings as needed (83%), being clear and confident in meetings (85%) and regularly contributing to meetings (88%). However, the averages don't tell the story of the massive variation among respondents of both genders who do or don't understand influence. We look at these discrepancies separately in Understanding Influence.

Averages between the genders are reasonably similar for skills dealing with conflict (72%), skills dealing with blockers (women 58%, men 65%), visibility (65%) and presence (67%). It is worth noting that these more challenging skills are markedly lower than other elements of expressiveness. Again, while the substantially reduced averages are reason for concern, the discrepancies between people who understand influence and those who don't is alarming. This will be explored further in the section, Understanding Influence, below.

Expressiveness also reveals larger generational differences than noted in other areas.

**Table 3 Expressiveness – generational comparison**

Element	U35	35-44	45+
Get speaking turns in meetings	76%	82%	87%
Clear and confident in meetings	77%	85%	88%
Regularly contribute in meetings	83%	87%	91%
Skills to deal with workplace conflict	60%	70%	81%
Skills to deal with 'blockers'	48%	60%	62%
Visibility	57%	65%	68%
Presence	61%	69%	69%

### *Positioning*

To make progress, people need qualifications and experience. Therefore, we asked whether people are ready for a next-level role, and the extent to which they maximise development opportunities. We also asked about building and maintaining professional networks.

Overall, both genders (79%) report a high readiness for a next-level position. However, far more women (70%) than men (55%) maximise personal development opportunities. Both genders report surprisingly low (47%) professional network building and maintenance. Yet, free-text comments suggest respondents believe networks are important for career progression in the increasingly connected knowledge economy. The one generational difference is that 41% of U35s have a network compared with 46% of the 35-44s and 49% of the 45+ group.

### *Maintenance*

Physical, mental and spiritual (a sense of connection and purpose) well-being plays an important role in sustaining performance, so we explored these items. Then, since influence has such a pervasive impact, we also checked to see how well respondents think they understand influence.



Interestingly, there is a reasonably large difference between men (75%) and women (59%) in valuing physical fitness and exercising regularly. This is important because physical exercise has been shown to be linked to happier and less stressed living<sup>5</sup>. It is also connected to enhanced mental well-being, especially if the exercise is outdoors. In terms of other well-being items, slightly more men (73%) than women (66%) say they have good emotional balance and 71% of women and men feel they have a strong sense of purpose and connection.

Generationally, the differences in perspective about physical fitness and exercise are small. Where emotional balance is concerned, 63% of the U35s and 35-44 group report good emotional balance while quite a lot more (72%) of the 45+ group say the same. Meaning and purpose seems to increase over time, with 64% of U35s, 70% of 35-44s and 76% of 45+ group noting they have a sense of purpose and meaning. Interestingly, the U35s felt the least clear about their organisation's strategy.

### ***Understanding Influence is pivotal in the workplace***

A key finding of this research project is the pivotal and discriminating role that understanding influencing plays in getting ahead in the workplace. Data, to this point, are presented as averages. These provide useful comparisons between genders and generational groups. But, grouping respondents according to self-rated understanding of influence highlights substantial differences between groups in almost all items.

For easier consideration, we label those with a good understanding of influence Group 1 (65% of women and 68% of men). Group 2 self-reported that they don't understand influence well (35% of women and 32% men). The small difference between genders is likely due to sample variation – a larger sample of men is likely to reduce the gender difference noted.

### ***Group 1 and Group 2 differences within-gender comparisons***

The within-gender comparisons presented in Figure 1 and Figure 2 (presented together for easy comparison) show elements in the PIQ with the greatest Group 1 – Group 2 differences (more than 20%). Elements are ranked according to decreasing size of difference, with largest difference at the top of the graph.

Unsurprisingly, the biggest differences relate directly to influence. However, closer analysis reveals the other elements that are impacted by influence. For example, there is an association with having a sense of meaning and purpose. Already noted, there is also a tie into a sense that one's contribution is acknowledged. We also observe a marked difference in confidence about achieving short term career goals.

These differences are profound and especially relevant since the items relate to everyday work. Furthermore, Group 2 comprises around one-third of the workforce. In this study, it represents 306 of the 904 respondents.

A key finding of this research project is the pivotal and discriminating role that understanding influencing plays in getting ahead in the workplace.

5. Rath T and Harter JK 2010 Exercise, Sleep and Physical Wellbeing, Gallup online, 21 October.

The study found within-gender differences of greater than 20% for more than half of the survey items. The highest differences, for both genders, were almost 50%.

Obvious implications include the potential impact on both organisational and individual performance and health. First, there is bound to be an association between achieving short term goals and achieving individual work goals. 22% fewer Group 2 than Group 1 women and 28% fewer Group 2 men than Group 1 men expect to achieve their goals. Alignment aspect of organisational health do not appear on the graphs, but Group 1 and Group 2 differences ranged between 12% and 19% for both genders. Aspects relating to implementation and renewal (emotional balance, and meaning and purpose) feature prominently in the graphs.

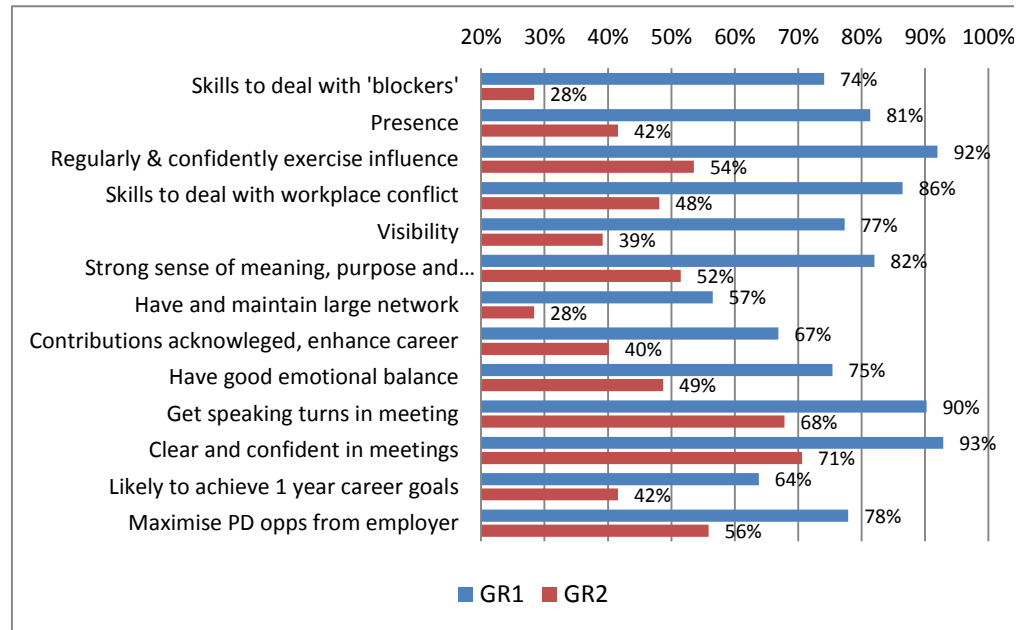


Figure 1 Ranked difference (> 20%) between Group 1 and Group 2 women

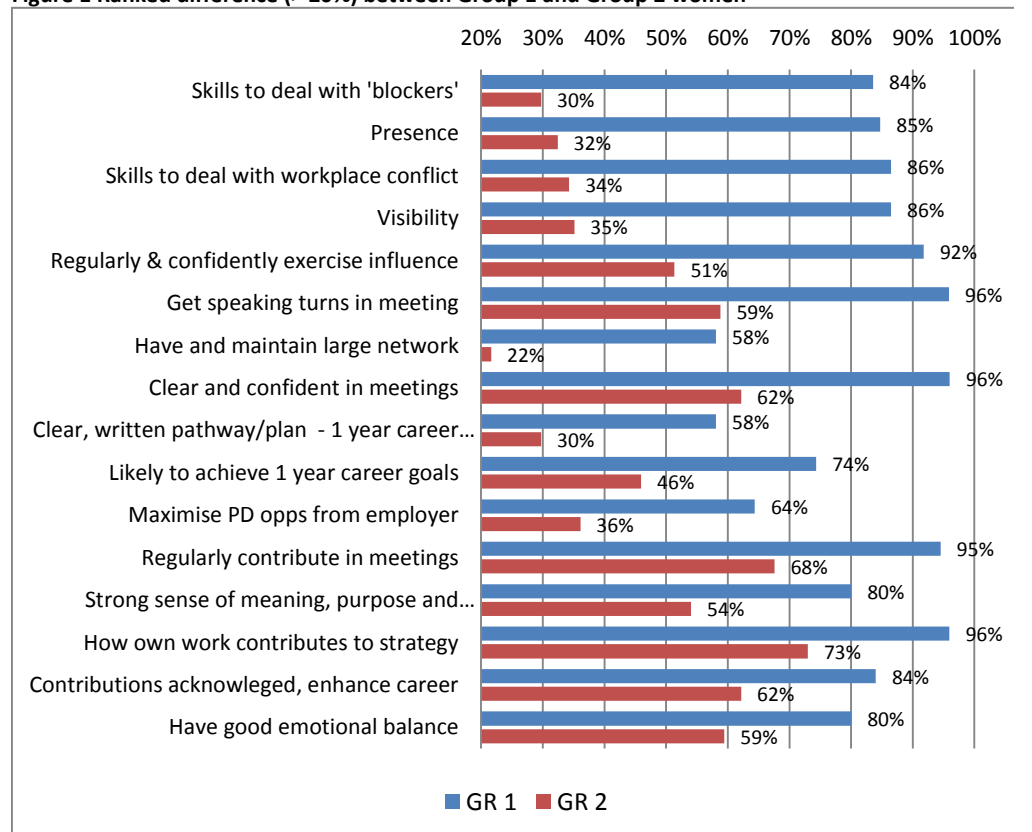


Figure 2 Ranked difference (> 20%) between Group 1 and Group 2 men

### ***Gender difference - contribution, recognition and career progression***

The biggest gender difference relates to having contributions acknowledged in a career-enhancing manner. 77% of men feel their contributions are recognised, compared with 67% of women.

Deeper insight is obtained by examining the Group 1 – Group 2 differences. 84% of Group 1 men feel their contributions are recognised, compared with only 67% of Group 1 women. It's worth noting that in most other items the difference is negligible, so a 17% disparity represents a clear anomaly. In fact, 62% of Group 2 men feel their contributions are acknowledged, yet their scores on other items are closer to the Group 2 women. Finally, Group 2 women fare particularly badly, with only 40% believing their contributions are recognised. This issue of recognition also emerged in previous studies<sup>6</sup> and also UGM research.

The statistic is a major cause for concern since contribution is so closely tied to a sense of belonging. In this case, recognition (and subsequent career progression) serves as a proxy for belonging. The message then for many women (43%), and also for many men (23%), seems to be that their contribution isn't good enough. If they leave, it affects turn-over; if they stay, it affects productivity. Whether they stay or go, it means that many colleagues are unhappy with their present lot.

### ***Generational difference - blockers and purpose***

The notable trend in the generational data is that there are many more similarities among items than differences. Differences seemed to relate largely to experience. For example, 48% of U35s feel they have the skills to deal with blockers compared with 60% of 35-44s, and 62% of the 45+ group. Positioning may also play a role, with only 71% of U35s having a clear picture of strategy, compared with 79% in both the other groups.

Interestingly, this trend is reversed for recognition of contribution. 67% of U35s feel their contributions are recognised and career enhancing, compared with 59% of 35-44s and 58% of 45+.

It is also worth noting that Group 1 and Group 2 differences are as marked within the generational groups as they are within the gender groups. U35s have 10 items with over 20% difference; 35-44s have 15 items with this large difference; and 45+ have 13 items with differences greater than 20%.

### ***Obstacles and support for career progression***

Respondents noted a wide variety of obstacles in the workplace, many of which relate directly to the items already explored. Two major themes emerged. First, many people recognise that they have a responsibility to work differently, if things are to change. Quite a number of cases involve writing a personal plan and increasing self-confidence, echoing similar findings from other research<sup>7</sup>. There seems also to be an interest in securing a mentor.

The biggest gender difference in this study relates to recognition of contribution. Many fewer women than men feel their contributions are acknowledged. It is likely to have multiple negative outcomes – for both individuals and organisations.

6. Tannen, D (2000) Talking from 9 to 5. Women and Men at Work. London: Virago

7. Peterson, C (2006) A Primer in Positive Psychology. Oxford: Oxford University Press





Individuals need to recognise the role that influence plays and increase their personal influencing skills to help them better cope with turbulent times.

Organisations need to facilitate an inclusive climate where people are able to do good work and give of their best. This leads to win-win outcomes.

However, by the same token, those who do not feel acknowledged may lack the skills to be able to break through and change the thinking and behaviour of others. Both parties, it seems, would benefit from a deeper understanding of influence and a more skilful application of influencing skills.

In UGM's experience, many who say they understand influence appear to be able to exercise influence without giving it much thought. However, since they are unaware of exactly how they do it, they are unable to access and apply it equally well in all contexts. Also, they are incapable of transferring these skills on to others.

It is possible to learn a range of powerful influencing skills that stand both the influencer and influenced in good stead – much like communication skills. Individuals ought to reflect on their own influence style and behaviours, and complement their influencing repertoire with a range of formally learned influencing skills.

### ***What can organisations do?***

Organisations need to understand that personal influence in the workplace impacts heavily on many aspects of daily work. Additionally, influencing is not something that is ordinarily formally developed and yet lends itself well to that course of action.

There is clear evidence that influence is being used ineffectively in places and, in others, effectively misused. In particular, organisational impact on influencing around acknowledgement of contribution needs careful scrutiny and addressing.

In terms of diversity implications, it's clear that the current trend to understand unconscious bias is helpful. However, while this may be a necessary first step, it's not sufficient in itself to secure real change. Evidence of little change in the number of women in senior positions over the past decade appears to support this assertion. Similarly, simply helping women to be more assertive hasn't made much difference.

From an influence perspective, assertiveness may be only one approach among many available. Also, assertiveness overlooks many of the subtleties that those who understand influence might deploy. On its own, without consideration of influence implications, assertiveness may actually cause the situation to deteriorate rather than improve. Indeed, earlier UGM research suggests it is fraught with problems<sup>8</sup>.

## **6. Conclusion**

Workplaces today are complex and there are signs that the trend is likely to increase over time. Many workplaces are profoundly affected by ambiguity and uncertainty, a product of the move from an industrial to a knowledge economy where the principles and rules for the latter haven't yet solidified. Change, therefore, is constant. In these conditions, people need to be able to confidently exercise influence to maximise the value of their contribution. At the same time, organisations need to ensure that contribution barriers are minimised and conditions support and acknowledge individual contribution.

8. Byrne, M (2002) Australian Management Series: Leadership. Brisbane: Action Learning

## 7. Survey Overview

Various representations of the PIQ sample are outlined in the graph and tables below. Numbers vary slightly by descriptor as a result of some descriptors not being provided by all respondents.

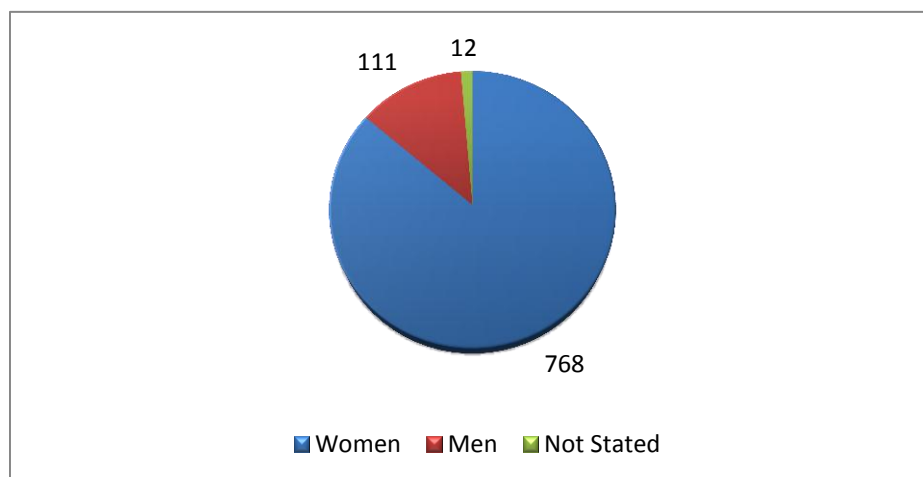


Figure 5 PIQ Sample - Gender Composition

Table 4 PIQ Sample - Role Composition

Role	Women	Men	Not Stated
C-Suite / Board	151	18	4
Senior Manager	278	45	2
Manager	162	29	4
Team Leader	62	3	0
Team member	115	16	2

Table 5 PIQ Sample: Organisational Composition

Size	NFP	Private Sector	Public Sector
Few than 10	16	83	5
10-99	34	69	17
100-999	38	96	62
1,000-9,999	12	151	112
10,000+	2	162	32

Table 6 PIQ Sample - Generational Composition

Generational Group	Under 35	35-44	45+
Respondents	165	346	376

## 8. Research Leaders

### ***Dr Grant Robertson***

Grant has a PhD in leadership, having focussed his thesis on the very topical issues of distributed leadership and followership. Grant also holds an MBA and Master of Electronic Commerce, and initially completed a Bachelor of Social Science, as well as an Honours Degree in Psychology.

Grant was born in South Africa, where he held a wide range of positions in the corporate, public and education sectors. In each, he envisioned, championed and led strategic projects that resulted in significant organisational change. He is deeply interested in strategic thinking and strategic planning, and has consulted in this field to a range of organisations across all industry sectors.

Grant also has extensive experience in the design and delivery of development programs for executives and high potential leaders. He is known for his energetic and engaging presentation style. He is an experienced executive coach, and has also coached elite athletes for peak performance. His capacity to solve problems from a multi-disciplinary perspective, drawn from his diverse business experience, is a key strength that Grant brings to every client assignment. Working globally, Grant is based in Sydney, and can be contacted at [grant@ugmconsulting.com](mailto:grant@ugmconsulting.com).

### ***Dr Margaret Byrne***

Margaret has a BA and MA from Oxford, and postgraduate qualifications in adult learning from Bristol University. In 2005, she completed her PhD, exploring how leadership potential is identified in meetings. Margaret holds three awards for innovation in the design of executive development and change management programs. Career highlights include securing \$1 million in sponsorship for her research, getting three of her films broadcast on SBS and winning a contract with the PRC Government in Beijing.

Margaret is known for the way she balances intellectual rigour with a passion for practical outcomes that make a measurable difference to leaders and their organisations. Clients value her ability to stimulate strategic thinking and change at all levels. In 2004, Wollongong University appointed her Honorary Advisor on Leadership and Change. Outside Australia, Margaret has worked and consulted in China, Indonesia, Hong Kong, Vietnam, Singapore, UK, New Zealand, France and Italy, as well as in four Pacific nations. She is a qualified and highly experienced executive coach. Margaret is a member of the Oxford Business Alumni.

In 2007, Margaret was ACT winner of the Telstra Business Women's Awards in the Corporate Sector Category and a National Finalist. Margaret is Sydney-based though works globally and can be contacted at [margaret@ugmconsulting.com](mailto:margaret@ugmconsulting.com).

## 9. About us

### ***Women on Boards***

Women on Boards (WOB) started as an informal network in 2001 and was founded as a company in 2006 to improve the gender balance on Australian boards.

Women on Boards partners with the corporate, government and not-for-profit sectors to hold events, host programs, create opportunities for women and coach and mentor them into career and director roles.

More than 12,000 women are registered with Women on Boards from all sectors and industries. The network has a large percentage of experienced and highly qualified female executives many of who are already professional non-executive directors or combining board work with their career roles. Women on Boards has helped nearly 1,000 women gain board positions.

### ***Ruth Medd, Chair***

Ruth has been pursuing a career as a non-executive director since 2000. She is Chair of Australian Ethical Superannuation Ltd, WOB Pty Ltd and a director of the National Foundation for Australian Women. She is a former director of The Infants Home Ashfield and the NSW Casino Control Authority.

Prior executive roles include the Executive Director of the Australian Association of National Advertisers and senior positions with Telstra, the Australian Broadcasting Tribunal and the Federal government.

### ***Claire Braund, Executive Director***

Claire is the executive director of Women on Boards, which she co-founded in 2006 following a career in public relations and journalism. She is an experienced director in the small business and not-for-profit sectors.

A highly respected commentator and speaker on gender diversity and related business issues, Claire received a Churchill Fellowship in 2010 to look at the impact of boardroom quotas in Norway and the progress of the public policy debate in the UK and France.

She has a Bachelor of Arts (journalism) and is a graduate of the Sydney Social Leadership Program 2005. Claire grew up on a beef cattle property in northern NSW and is a former board member of the Foundation for Australian Agricultural Women.

### ***Roger Johnson, Director***

Roger is a director of a several web services companies. His experience extends across IT, agricultural science and financial services. He has a specific interest in the role of IT as an enabling technology for the SME and NFP sectors. His company, Cirql, provides the web services to WOB.



Women on Boards (WOB) started as an informal network in 2001 and was founded as a company in 2006 to improve the gender balance on Australian boards. It is funded through subscriber fees and earnings from services to organisations seeking to improve gender diversity.

UGM offers a wide range of services including:

- consulting services
- diagnostics, assessment and analysis
- engaged facilitation and workshops
- program development
- executive coaching
- conference presentations

### **UGM Consulting**

We work with clients in the corporate, public and NFP sectors who are interested in new ways of working that will make a measurable difference to their business. Our integrated, evidence-based approach (see the figure below) always focuses on key drivers of value as the starting point. We combine this with a strong metrics orientation that enables you to determine progress and assess outcomes.



**Figure 6 UGM's integrated, multi-lens approach**

Our purpose is to equip you with the skills and practical tools you need to tackle unique, complex challenges. Drawing on our expertise in strategy development and facilitation, change management, cultural alignment and leadership development, we design the right approach to address your particular circumstances. We won't offer you any fads or fashions! Neither will we use any 'smoke and mirror' techniques. We promise that you'll find our methods and tools transparent, practical and transferable. We work hard to leave a legacy of skills with you at the end of each engagement. In this way, as we help you address current challenges, we're also equipping your people to tackle future challenges with confidence. This multi-lens perspective and customised support reduces your risk profile too.

UGM can assist you with:

- strategy development, facilitation and execution
- change management
- leadership development
- cultural alignment
- cultural intelligence
- diversity and inclusion

Contact us: +61 2 9964 9861 [www.ugmconsulting.com](http://www.ugmconsulting.com) [info@ugmconsulting.com](mailto:info@ugmconsulting.com)