

**A Master's Project:**  
**Women in Leadership: Interpersonal networks in the navigation of gendered  
barriers in the BC Public Service**

By

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## **EXECUTIVE SUMMARY**

The purpose of this research is to determine the nature of interpersonal relationship dynamics among women in the BC Public Service organizational leadership cohort. In particular, the project seeks to better understand how women use informal interpersonal relationship networks to navigate systemic barriers in an environment where there are a relatively limited number of leadership roles available to women at the top of the organization. The Women in Leadership study also represents an opportunity and a starting point. To date, there hasn’t been much of a discussion. In fact, gender equity has only recently been given a formal platform in the BC Public Service. Prior to May of 2018, gender equality as a concept fell through the organizational sieve. Systemic institutional formalities for a discourse in gender equity started with a powerful political will and a progressive government. The Gender Equity Office, small and mighty, leads the conversation with its wide mandate - part of which includes the promotion of women in leadership at senior levels of government where gender representation has not been balanced. To that end, the Women in Leadership study has an obligation to clarify the language that defines the status quo of organizational culture and to weave the concept of gender equity into a modern, progressive, organizational lexicon. The study shows how gender inequality shows up in conscious and subconscious communication, in how we manage resources, in who gets rewarded and for what, in how we value relationships, in how we empathically invest in others, in our personality profiles, in the work-life dynamic and even in how we physically appear to others. With a total of 35 participants – at the Deputy Minister, Assistant Deputy Minister, and Executive Director rank - the study brings a representative sample of women in BC Public Service leadership together to illustrate how women use interpersonal networks to navigate pervasive systemic barriers. Secondary objectives of the study show how the BC Public Service values gender distinctively in the context of traditional definitions of masculinity and femininity along a leadership gender continuum and gendered hierarchy of leadership success. The Women in Leadership Report makes recommendations that focus on establishing a discourse and institutionalizing change through networks, mentorship, and a strong internal analytical lens for gendered nuances in policy and procedure. The project advocates for more resources allocated to gender equity initiatives, whether within the existing Gender Equity Office or with the Public Service Agency itself.

The BC government has publicly committed to ensure gender equity is reflected in government budgets, policies and programs. This is a concrete political mandate in British Columbia and Gender-based Analysis Plus (GBA+) is a system-level policy approach for incorporating a

gendered lens to account for that objective. To that end, GBA+ is fundamental to embedding the concept of gender in diverse policy areas from the natural resource to the social and justice sectors. Simply, GBA+ is the acknowledgement of impact on the marginalized and the reflection of that in policy decisions. We still have work to do here, especially with respect to internal hiring and leadership appointment, performance evaluation, pay equity and wage negotiation processes.

The results of the Women in Leadership study suggest GBA+ has yet to become part of the organizational lexicon itself. In fact, it's still common to hear about a leadership policy approach that has neglected to apply a GBA+ perspective at all. It takes time – and the Women in Leadership study ushers the initiative along. But above that, the work launches the discourse of gender equity in the context of interpersonal organizational functionality. The study itself conceptualizes the problems and amplifies the conversation to the magnitude of other progressive provincial jurisdictions in Canada. And to be clear, women - among many modern astute leaders in the public service - need a place to speak about the nuances of gender and to build the language of those nuances into the fabric of the organization. Modern leaders need an inclusive network for the promotion of progressive leadership practice. Women need to be *championed* for the value they bring to the organization through strategic, modern, respectful, human-first, relationship-building. By definition, “feminist” leadership is the descriptive embodiment of all the characteristics of singularly feminine experience to organizational functionality. By contrast, masculinist leadership and associated culture embodies characteristics uniquely experienced in the foundation of masculinity, the domination of patriarchal systems and the cultural rewards achieved in that space. We have an obligation to acknowledge distinctive gender impacts brought to the organization through interpersonal connectivity in terms of how a woman or man experiences family and leadership, male advantage and leadership, masculinist leadership culture and physical presence – just to name a few issues. In this initiative we acknowledge the dominant processes that limit women’s agency in leadership established at the underbelly of the organization.

- How do we create new space for strong *feminist* leaders in the organization?
- How do we bring visibility to the leadership spaces of the organizationally marginalized in that context?

To answer these questions, the Women in BC Public Service Leadership Report (Report) establishes 27 themes categorically organized by three recommendations:

- Leadership Network Initiative

- Leadership Mentor Initiative
- GBA+ for internal government best practice

### **1) Establish a Leadership Network Initiative**

The Leadership Network Initiative (LNI) should be formalized, with clear top-down support but with a hierarchically flat approach. It should also be entirely inclusive of diverse, heterogeneous leadership style and celebrated in that context. It should be delivered innovatively outside of the limitations of tired leadership training. It must be innovative. The LNI must be a safe place for women to talk about the unique issues they face in the context of the thirteen thematic problems named in the Report: system-level, conflict-based, leadership culture reward, informal discrimination and abuse, leadership gender continuum, introversion versus extroversion, female-to-female support, advice to women, emotion, family, male advantage, and physical appearance. Women need a place to be authentic. Note - it is imperative that leaders who identify as men are part of the network, conversation and nuanced leadership discourse. Unless more men - especially those at the top – actively support a gender analysis based in gender diversity nothing can change.

### **2) Implement a Leadership Mentor Initiative**

The BC Public Service would benefit from formally pairing new leaders with seasoned leaders through an institutionalized Leadership Mentor Initiative (LMI). The goal of the LMI is to transfer respectful, interpersonal leadership values through supportive, authentic leadership best practice. Pairings should be long-term and systematically established but with an informal objective for partnerships to establish an organically perpetuated connection and knowledge transfer. This is a succession-planning initiative as well as a means to transfer good leadership value across the organization. It would be beneficial for women to be paired with other women who are beacons for established or aspiring female leaders in the organization. In terms of role modelling, progressive, modern male and female leaders should also be paired with aspiring male leaders. Of course, strategic pairings of both male and female leaders should be thoughtfully established to help shift toxic leadership culture and the perpetuation of toxic *leadership culture reward*. This is especially important for sectors or areas where there tends to be a concentration of a toxic and/or homogenous leadership approach or subject matter expertise in leadership appointments. Leadership pairings should also have an opportunity to share experiences with the leadership cohort in workshops specifically designed to break down small, siloed interpersonal exchange, share knowledge and expand on the efficacy of the LMI. It would be

beneficial to include leadership pairing presentations for transparency in leadership performance evaluation.

**3) Implement GBA+ approach to all government-wide leadership evaluation processes, performance reviews and wage negotiation policies and processes.**

Data clearly indicate there are loop holes where leadership toxicity finds its way through cracks in systemic processes designed to evaluate leadership performance. Applying a GBA+ approach to the development of standard policy and procedure for performance evaluation across the organization would expose the blind spots in status quo processes that don't impose a 360 perspective. A GBA+ lens for these procedures would identify the interpersonal, multi-directional relational nuances of leadership success outside of the scope of delivering a business mandate. Further, wage negotiation processes are currently ill-defined and not transparent. There are status quo system processes in place that create barriers to women in leadership negotiating their salary. Not only are Workplace Environment Surveys not connected to compensation, but the Women in Leadership study shows there are private arbitrary salary allocation processes imposed on women that lead to women to be compensated less for a job previously held by a male. These salary allocation processes are unsystematic and make room for pay discrimination based in gender. It's also important to note women across the organization are engaged in conversation around pay equity issues they have encountered, equal access to processes for salary negotiation and the underlying methods that limit women's agency and undervalue their work in leadership. The government has a responsibility to acknowledge the conversation and to respond.

The majority of women who participated in the Women in Leadership study recommended or spoke to the need for inclusive, formalized networking and mentoring services. In fact, the research indicates both of these initiatives are critical if government intends to listen to and respond to the needs of women in BC Public Service leadership. Additional funding would also support the implementation of GBA+ not just across government over three years as mandated in 2018, but also in internal policies and processes for leadership evaluation, performance measurement and reviews, wage negotiation and transparency for internal pay equity standards and human resource practices. Government needs to walk the talk. Despite its wide mandate, the Gender Equity Office currently has funding for a Band 3 Policy Director, Band 3 Communications Director, and one Administrative Assistant. With an expanded mandate for 2019/20 and an already stretched budget, the work of the Gender Equity Office largely relies on cross government arrangements for staff interested in supporting and contributing to the mandate of the Office. For example, the Office negotiated two temporary appointment positions paid for by other Ministries. In addition, twenty Gender Equity Advisors from across government volunteer to deliver GBA+ training to meet that objective. The Learning Centre hosts all GBA+ in-

person training sessions – again, a product of sharing resources in partnership. The Gender Equity Office has also negotiated free legal services through shared resources – another dependency-based cost-mitigating strategy. To be clear, these strategies are commonplace across government. The difference is relationships, sometimes without reciprocity are a life line for leaders responsible for under-resourced files. Often, leaders who head large and complex, socially sensitive, emotionally charged, politically mandated portfolios are required to deliver big mandates with minimal resources. This dynamic forces leaders to rely on leveraging relationships to meet objectives. And let's talk about *who* these leaders are: In the context of a *leadership culture reward* research suggests favours a results-driven, masculinist approach on the *leadership gender continuum*, women often find themselves with their hands tied, overrepresented in leadership roles that are under-resourced and fundamentally relationships-driven. The Gender Equity Office is a place to break the cycle for *gendered leadership ghettos* in the BC Public Service. This is where discourse is critical – as are resources.

The Women in Leadership study is an opportunity for change. In modern leadership with innovation we can acknowledge and address the systemic impact of colonialism and patriarchy – and today we can be bold enough to call it: it's no longer a suggestion of whether it exists. It simply does. Nowhere is this clearer than in the perspectives of the "othered" women who lead from the sidelines every day, navigating embedded discrimination so commonplace in the organization it's perceptively collectively normalized. The BC Public Service would benefit from reaching outside of government and dominant organizational culture for new ways to promote an inclusive leadership framework. An Indigenous world-view in work and leadership practice is exponentially valuable in this context both from a quality and cost-value for business practice perspective and one based in sustainable leadership culture for long term success. Organizational changes stem from these fundamental structures, of course. Key decision makers, for example are being called upon to listen to what women in leadership are saying. There is a request for the promotion of and celebration for a cultural shift, nuanced training and mentorship, new processes for performance evaluation that acknowledge the existence of a gendered leadership continuum, and value respectful leadership practice along that spectrum. The Women in Leadership study is an opportunity to launch public campaigns for good interpersonal awareness among leadership and to uncover gender biases that may impact a person's experience both positively and negatively. The Women in Leadership Report provides a comprehensive rationale for the establishment of a formal inclusive network, building on the discourse we establish here and ultimately bringing about change, progress, and growth. Finally, we have an opportunity to bring tangible results to the goal of gender equality in the BC Public Service in the practice of compensating women in leadership the way we compensate men. What's important here is both *monetary equality* and *equal access to a process for wage negotiation*. A GBA+ approach to internal wage allocation policy and pay transparency is a necessity.

To date, there lacks a modern national forum for a public service leadership conversation in the context of gender and interpersonality and its understated pervasive impact on public administration and organizational health. What a beautiful opportunity for British Columbia to lead the way – to expand the network domestically, to build a system of cross-provincial mentorship for exceptional leadership and progressive policy, and to solidify gender equality as commonplace both in public sector boardrooms – *and* in the elevators that lead to them.

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## INTRODUCTION

Let's be clear: There are gendered barriers to leadership in the British Columbia (BC) Public Service. The purpose of this research is therefore twofold: The first is to determine how women in public service leadership use informal relationships to strategically navigate systemic barriers to leadership success. For example, do women build fluid and intuitive, undocumented mechanisms for strategic leadership positioning to navigate subtle processes of inequality and exclusivity at the foundation of gender bias in a public service context? Further, the research seeks to uncover whether some women use access to interpersonal connectivity in leadership to improve their position for exclusive membership in the limited-member elite leadership pool. The dichotomous states of a leadership approach are defined in terms of masculinist and feminist types built on the characteristics of a colonial and patriarchal system and hierarchy of leadership success. For example, the research questions whether gender stereotypical ideals flourish in public service leadership as they relate to how men and women are distinctly rewarded in leadership for the generalist characteristics associated with masculine and feminine and/or traditional and modern ontological approaches. The second purpose of this study is to establish a discourse for all public service leaders in terms of acknowledging gender biases built into dominant interpersonal leadership processes of organizational functionality. The goal is to build a language and space for a gender analysis in leadership in the BC Public Service through innovative access to interpersonal networks, mentorship, institutionalized process and resource allocation. The Women in Leadership study empowers women and men both individually and collectively to reframe the health of public service organizational leadership with a holistic lens while doing away with toxic tactics for leadership self-promotion.

### **Defining the Problem**

Imagine this scenario: Ten years home with kids and I returned to work passionately. I walked into the lobby of my office building, mentally reviewing my to do list for the day. My car keys were hooked on my index finger, my shoes matched my handbag. This was a time of transition in my life. And I was terrified. But with my fearless face forward I approached my new world anyway with curiosity and ambition. Of course, I was still a mother: my confidence and skill juxtaposed against the guilt of leaving my brave little daughter in the kindergarten line-up three minutes before the bell rang. I had to leave her too early, with her big brown curious eyes also courageously facing forward – fly little bird, fly. The elevator doors opened, and I embraced all the emotive, social and intellectual dynamics that spilled out of my new reality. I was porous in my vulnerability, open and rich in the echoey lobby of the bustling working world.

The elevator was empty: well, not really. Facing towards me was my boss, tall and sturdy with her chin up – a middle aged, long-serving woman with astute subject matter expertise - in a senior leadership role. She managed to make eye contact with me for a fleeting moment as I stepped into the confined space. But as the doors closed behind us, the cold silence in the power dynamic was trapped with an abrupt heavy thud. Not a word, not a smile, not a “how was your weekend?” or a “I like your shoes and handbag.” In all the diversity of women across the organization – the women with children, the women without - women who rely on and value emotive expression and sociability and/or vulnerability in their relational exchange with others navigate this power dynamic subtly without acknowledgement or recourse.

This scenario represents a moment of opportunity – certainly for both of us, but particularly for my leader. This was a moment of interpersonal connective possibility at the foundation of innovation and progress. Imagine the plethora of wealth there is in lowering barriers through kindness, respect, empowerment, trust and engagement. And by contrast, imagine the alienation of creativity and success as we make a confusingly disengaged journey to the 6th floor at the expense of my disempowered self. And why? What can we say about this relational exchange? What can we say about the interpersonal “elevator engagement” that plays out subtly among leaders across all the varied landscapes of government – the undocumented, private relational complexities of women among women, of women among men? Who are the leaders that acknowledge humanity before hierarchy, transparency and inclusion in exchange, respect in connectivity? Who are the leaders that show up authentically collaborative with a respect not just for the *what* we achieve but the *how* we achieve it? Who are the leaders that abuse their power when the elevator door closes and how do we collectively build a discourse that speaks to the organic toxicity of this leadership dynamic? How do we define it? And finally, how do we address it?

### **Project Client**

As the head of the BC Public Service Agency (PSA), Deputy Minister Okenge Yuma Morisho has proven leadership and managerial skills coupled with superior strategic thinking, stakeholder engagement and negotiation skills. The Deputy Minister has more than 18 years of experience in public policy development and implementation at the federal and provincial levels and is an ideal recipient of this research. Okenge oversees all files for corporate social responsibility, ethics and standards of conduct, diversity, inclusion and respect, and engagement and recognition in the BC Public Service. The Deputy works closely with the Gender Equity Office and the Ministry of Finance to deliver on the Diversity and Inclusion Action Plan and the Gender Equity Framework for the province.

The Gender Equity Office (GEO), housed with the Ministry of Finance is led by Assistant Deputy Minister, Dr. Melanie Stewart, Ph.D. Established in May 2018, GEO is responsible for

implementing the mandate of the Parliamentary Secretary for Gender Equity, which includes the following:

- Ensuring gender equity is reflected in government budgets, policies and programs;
- Coordinating cross-government action on gender issues, including gender violence, gender equality and women's economic empowerment;
- Tracking progress on the National Inquiry in Missing and Murdered Indigenous Women;
- Liaising with feminist and women's organizations; and
- Promoting gender equity and leadership at senior levels in the public and private sector.

Melanie's advocacy for the promotion of women in leadership and gender equality in the BC Public Service makes her an ideal recipient of this work.

### **Project Objectives and Research Questions**

The purpose of this research is to determine the nature of interpersonal relationship dynamics among women in the BC Public Service organizational leadership cohort. The project seeks to clarify how women use informal interpersonal relationship networks to navigate systemic barriers in an environment where there are a relatively limited number of leadership roles available to women at the top of the organization. In many cases, the use of informal interpersonal networks is a positive experience for women - for example, in the context of mutual mentorships or reciprocated collegial support. However, this project seeks to uncover how some women use informal interpersonal relationships to better position themselves strategically within a gendered hierarchy of leadership success in the organization. The objective of the study is to establish a clearer understanding of how women contribute to a history of systemic and non-systemic discriminatory challenges women face in obtaining a leadership role in the BC Public Service. A further level of analysis is provided using a gendered lens in terms of defining leadership as positioned along a continuum of a typically masculine or feminine approach as it intersects with an embedded patriarchal foundation and colonialist worldview. The data can be used to inform a collective discourse around relational nuances among members of the leadership ranks and how those infiltrate the cultural fabric of the organization. The data can also be used to inform recommendations for best practice in succession planning and retention, performance analysis and review, and in the development and implementation of programs that support people who aspire to become progressive leaders with the BC Public Service across all sectors. Finally, this research helps to establish the BC Public Service as a leading organization in Canada for the advancement of women among the leadership cohort.

## Background

In 2015, women made up 61.6% of the BC Public Service (BC Stats, 2015)<sup>1</sup>. By 2018, data show women made up 86 per cent of administrative positions, and 80% of roles related to health, education, and social work. In terms of information technology jobs, women in the BC public service made up 43% of the total number of employees (BC Stats, 2018)<sup>2</sup>. Women made up 35% of the total number of employees working in science and technology jobs, and only 25% of trades jobs in the BC Public Service went to women (BC Stats, 2018). That same year, the Ministry of Transportation and Infrastructure, Ministry of Energy, Mines and Petroleum Resources, Ministry of Environment and Climate Change Strategy, and Ministry of Forests, Lands, Natural Resource Operations, and Rural Development were the only ministries with more men than women (BC Stats, 2018). Approximately 80% of employees working in the Ministry of Children and Family Development, Ministry of Mental Health and Addictions, and Ministry of Social Development and Poverty Reduction were women (BC Stats, 2018). In terms of leadership across the BC Public Service, 58% of management is comprised of women (BC Stats, 2018). The Deputy Minister's Council has ten women and 16 men, a balance of 38% and 62% respectively (BC Stats, 2018). The overall Corporate Executive is made up of 40% women and 60% men (BC Stats, 2018). In 2018, there was only one female Deputy Minister in the Natural Resource Sector, while the other five were men (BC Stats, 2018). In the Economy Sector of the BC Public Service there was an equal number of women and men in the Deputy Minister role, with four of each occupying those roles (BC Stats, 2018). There were six Deputy Ministers in the Social Sector in 2018, with 3 women and 3 men occupying those roles (BC Stats, 2018). In the Central Agencies, again there was a balanced gender representation among the Deputy Minister rank with three women and 3 men occupying those positions (BC Stats, 2018).

To be clear, the British Columbia Gender Equity Office posits women are underrepresented in BC Public Service leadership because of a variety of challenges notably related to work/life balance, a lack of role models, a lack of leadership skills and experience and a lack of mentoring and networking opportunities. Women continue to work in industries that reflect traditional gender roles, such as healthcare and social services and education. Women are also disproportionately represented in part-time work, with the top reason being a social obligation to care for children. Today, with more women in sector-specific leadership roles, there is a pervasive idea that women's barriers are coming down, but this is not the case. Only 3.3% of men who work part-time cite the reason being a duty to care for children: The responsibility for raising children is still not balanced in terms of gender (BC Stats, 2015). Leadership styles and the values attached to leadership approach are also highly gendered. Typical masculine leadership - described as confident, decisive, resilient, assertive – is overvalued in the BC Public Service. Feminine

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<sup>1</sup> Workforce Profile Report. BC Stats. 2015.

<sup>2</sup> Workforce Profile Report. BC Stats. 2018.

leadership by contrast is described as expressive, collaborative, patient, intuitive and is undervalued in the BC Public Service. Women also face interpersonal aggression and are commonly told they lack confidence as leaders.

At a recent BC Public Sector Leadership gathering, women were asked to give advice to people who are interested in driving change in their departments. Leaders were advised to note the communicative distinctions between men and women in terms of how leadership value is described. Women were advised to find mentors and to build networks, to push for change and transparency in human resource and pay equity. Finally, women were advised to be authentic: Don't try to change yourself, but rather work together to change the system. Leaders were advised to be deliberate and not to be afraid to name the issues when they see it – call in discriminatory generalizations and unconscious bias, for example. Leaders were also reminded to recognize that gender affects how we see the world. For example, McKinsey & Co. (2019) noted 45% of men think women are well represented in leadership when they see one woman in their leadership circle. Similarly, leaders were advised to remember that just because there are women in your leadership circle doesn't mean there are no systemic barriers based in gender. Ask this: At what cost to her is she a member of the leadership ranks? Without a gender analysis, women and men reproduce patriarchal systems that deeply impact women's experience in leadership.

## **ORGANIZATION OF REPORT**

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## LITERATURE REVIEW

Early literature on workplace discrimination focused on underrepresentation and underutilization (McKinsey & Co., 2019). Today, these issues continue especially with respect to equal pay, family leave and reproductive rights, and the absence of women in leadership positions (McKinsey & Co., 2019). For example, at the global level in 2016, only 18% of women participated in the Economic Forum discussion of the state of the world (D'Agostino & Elias, 2017). These are long-standing, systemic issues that press on in academic literature, feminism, sociology and public administration. However, the direction of research has since gone beyond quantitative measurement in terms of illustrating progressive policy towards institutionalizing equality in practice for women. For example, research no longer focuses on meeting quantitative benchmarks for a certain quota of women attaining a leadership role. Instead, literature addressing equality for women in leadership is represented by data that supplements a quantitative trend metric with qualitative data that distinguishes between the realities of women and men in leadership. The research for women in public administration is unique and innovative especially with respect to the broader ways women are perceived as facing barriers head-on. Meier & Funk (2016) argue women in positions of power who actively recruit female executives are shaping the outcomes of governments to benefit women (Pg. 6 in D'Agostino & Elias, 2017), making room for a heterogeneous leadership cohort of diverse women among a traditionally homogenous one made up of mostly men. Other research and literature analyzes the topic of gender in public administration curricula that educate practitioners for leadership. Schachter (2016) argues "gender has a place in the MPA program" because "education is an important component of revisiting women's roles in public administration" (Pg. 7 in D'Agostino & Elias, 2017).

There is also relevant literature pointing to the unique issues women in public service leadership face. Storvik (2008) analyzed organizational barriers that made it difficult for women to gain access to leadership positions. With a gendered lens, the author sought to determine whether differential treatment among women and men in an organization had an impact on women's upward mobility. The author suggested women are not in leadership positions because of occupational gendering, and "homosocial reproduction," a term used to describe the selection of leaders that are similar to one another. Storvik (2008) also suggests women are marginalized because they are unable to access dominant networks that lead to leadership promotion. While results from the study did not support the existence of an extreme gender differential in terms of leadership promotion, the author found women were less likely to apply for a leadership position. The author suggested women's choices and access to education and other earlier career foundational components created barriers for women. Notably, the author suggested women may perceive an "imagined" glass ceiling based in a lack of confidence whereby women's entry

into leadership roles are thwarted by women's self-imposed ideas that they lack the skill necessary to do the job.

Other perspectives of organizational culture are significant in terms of a gender analysis especially with respect to how women in leadership perceive barriers in the organization. For example, Sanders et al. (2009) studied how women perceive organizational environments and the impact of these perspectives on perspectives of leadership trajectory. For example, the study indicates women who believe they work in a women-friendly environment will generally report career progression has been accessible and without obstacles. Women with this perspective tend to generalize the experience for all women has been similarly accessible and that gendered barriers are a non-issue (Sanders et al., 2009). This also speaks to the role of homogenous interpersonal connectivity and the tendency for leaders to hire leaders like themselves to the exclusion of diversity in a leadership cohort.

In another study conducted by D. N. Schultz (2004), women's access to senior leadership roles in a male-dominated sector was analyzed. The study reviewed the career paths of 200 past and current police chiefs and sheriffs in the USA. Participants acknowledged the struggle they endured as members of the first generation of women to succeed in attaining a leadership position. The author suggests, "in a male-dominated profession, if numbers entering at the bottom stay low then so will the numbers at the top" (Schultz (2004) in Baker & Casey, 2011). The author also suggests many of the women in the study who reached the leadership ranks had to make trade-offs for high professional achievement (Schultz (2004) in Baker & Casey, 2011). Women in essence build strategies in their lives to navigate male-dominated environments and as the author notes, women were not able to manage the mix of both professional and domestic responsibilities. Schultz (2004) concludes that women who are successful must make early career choices that enable them continued access to advancement opportunities, including family and domestic sacrifices.

Another study by L. Dehart-Davis (2009) analyzed the role of bureaucracy as an organizational hindrance to women's advancement. In the study, women and men were asked to consider the impact of organizational policies and procedures on leadership advancement. The results showed a differential pattern between male and female respondents. For example, women emphasized the function of organizational rules as efficient and supportive of interpersonal equality whereas men emphasized the function of organizational rules as the control of power. Women who participated in this study also suggested organizational policies enabled participation and contribution, whereas men suggested rules constrained their leadership capacity. The author suggested these distinctions add a depth to the analysis of gender distinction in organizations everywhere (Dehart-Davis (2009) in Baker & Casey, 2011).

A slightly different perspective is offered by V. Campbell (2009) in terms of how women perceive their success in an organization. The author suggests women's advice to other women is critical in terms of providing a gendered lens to leadership experience. What makes this study particularly valuable however is the shift of its focus from gender alone to how gender intersects with other social status elements such as ethnicity, race, class, and sexuality. The data speaks to the concept of 'othering' in the context leadership embedded into a colonialist foundation. Baker & Casey (2011) explained Campbell's (2009) study in their book "Eve on Top: Women's experience of success in the public sector" illustrating how women from minority ethnic backgrounds in senior public sector roles define their success in many ways. For example, success for women from non-dominant ethnic backgrounds is grounded in personal drive, family support, religion and the support of mentors (Campbell, 2009 in Baker & Casey, 2011). Women from this social group also identified a multitude of barriers to their success, including difficulty in obtaining an initial placement in leadership positions that require technical expertise, minimal opportunity and access to development, as well as balancing work and family (Campbell, 2009 in Baker & Casey, 2011).

The burden of domesticity as it relates to women's access to leadership is a common theme in the literature. Scholarship with respect to family limiting women's access to leadership promotion reaches far and wide. One study by Grummel et al. (2009) had a different approach in demonstrating how neo-liberal values have promoted individualism in leadership to the detriment of women, and not men. The study showed differences between men and women in terms of their description of career progression. Women, for example described their experience in terms of the impact that family and caregiving had on their progress. Men, on the other hand did not mention the impact of care at all and assumed gender was not an issue (Grummel et al. (2009) in Baker & Casey, 2011). Baker & Casey (2011) point out, Grummel et al. (2009) indicate male participants in the study acknowledged women did not apply for higher level jobs because they were largely responsible for children and families. The authors also note, Grummel et al. (2009) suggest women were expected to take a career break or rely on job-sharing because of the social expectation that doing so meant they were being what constitutes the definition of a "good mother". The impact for women therefore in terms of career progression is that women are not perceived as being fully committed to leadership. Further, Grummel et al. (2009) suggest care itself is gendered with males defining care-related decision as a woman's problem. Women, unlike men are expected to shoulder the burden of care issues by taking a part-time job or a demotion to manage the domestic aspects of their lives. Men in the study, on the other hand indicated decisions around family and care did not factor into their career choices. The authors suggest organizations are set up for the "care-less" and deeply impact women – a product of patriarchal systems that permeate and thwart women's access to leadership today (Grummel et al., 2009).

Sanal (2008) also referenced patriarchal culture in a study that analyzed the factors preventing women from advancing in their careers. While the study was set in Turkey where traditional gender roles strongly influence women's access to leadership, the study is relevant with respect to results that are part of any gendered or male-dominated organizational landscape. For example, male dominance and violence as well as the persistent perspective by both men and women that women should bear the brunt of domestic responsibility are contributing factors to women's lack of progress in leadership roles (Sanal, 2008). In addition, the author suggests women who pushed back on cultural norms in Turkey were perceived to be adapting to male gender roles and unable to manage the high expectations of both public and private life (Sanal, 2008).

Authors Baker & Casey (2011) referenced their own study with respect to how family emerged as a theme for the women they conducted interviews with. They suggest family makes major contributions to the lives of women in the context of mentorship and role modeling. Women in the study for example suggest partners, parents and having a family of their own helped shape the world they were entering in balancing work and life. The authors also say participants in their study indicated family shaped the confidence they had in themselves because of the support they knew they could count on in that context. Women in the study noted their or partners' role in providing tangible support to women in leadership because they were able to tap into their partner's established roles as senior leaders and provide direct advice in terms of how to proceed. Other women noted the impact of children on their success as leaders. The authors indicate women in the study who had children reported they were more empathic and aware of people's lives outside of work because their experience with children gave them visibility into different vantage points and the world views of others.

Similarly, authors Dyke and Murphy (2006) conducted a qualitative study that explored the difference between women and men's definitions of success and how these definitions impact the career progression of each sex. The authors illustrate women's definition of success was based on the personal notion of balance and good relationships. Alternatively, men defined success in terms of material accumulation and wealth, making a contribution and having a sense of freedom in the world. The authors also note distinctions in terms of progress limitations between men and women. Men's perspectives in terms of what they perceived as limiting their progress was their desire for independence and this gave men in the study a sense of regret. Women, on the other hand felt their progress was limited by the trade-offs they had to make because of domestic responsibilities. The authors note however women rarely felt regret because of these limitations. Rather, they simply accepted limitations as part of life – and only one part of life at that (Dyke & Murphy, 2006).

Other scholars focused on the strategies women used to be successful in leadership. Ezzedeen and Ritchey (2009) conducted a study to uncover how married women in leadership balanced work and life. In interviews with 25 executive women, women had a value system in addition to a support network in both personal and professional relationships. For example, the authors noted success in leadership for women requires embracing the belief that women have a right to enjoy both family and career and that combining the two “enhanced their independence, wholeness and health” (pg. 399). Women in the study noted however that they were reliant on complex support systems, like hiring people into domestic roles and depending on the professional support of peers and mentorships. Further, the study indicated there is little evidence showing organizations help women advance, however evidence also does not suggest the existence of a glass ceiling. Instead, participants spoke about their need to adapt across different employment settings in order to get around work and life barriers (Ezzedeen and Ritchey, 2009). The authors concluded, women’s success is borne out of their ability to balance career and family by establishing a network of support.

In a study conducted by Guillaume and Pochic (2009), the authors applied a gender analysis to work-life issues at a French utility company. The study found trends indicate there is a “feminization” of representation in lower management levels with women catching up to men in representation at these ranks. However, the study showed women were not represented at the top leadership levels, especially in the central areas. The authors referenced the term “velvet ghettos” – a concept used to refer to areas where women are placed in leadership outside of core business functions. Again, the authors suggest gendered systems of exclusion undermine women’s advancement in leadership. Like Schultz (2004), Guillaume and Pochic (2009) argue women develop strategies of sacrifice in order to shape their leadership trajectory. The authors suggest sacrifices take many forms in the personal lives of women – living alone or choosing to not have children, and/or accepting a horizontal position or demotion, part-time work arrangements or working flexible hours to accommodate a partner’s schedule or that of their children. The authors suggest these sacrifices are perceived as lacking commitment to the organization and lead to male advantage: “Overall, the study concluded that women faced two major limitations on progress to the top positions, which were the persistent inequalities in family responsibilities and the patriarchal nature of organizational structures that imply that men dominate not only as managers but also as men” (Guillaume and Pochic, 2009).

Mentorship is extremely significant with respect to the literature. The results of authors Baker & Casey’s (2011) research discussed earlier indicated just how significant mentoring is to women in leadership. In fact, all the women in their study informing the book “Eve on Top: Women’s experience of success in the public sector” indicated the importance of mentorship to their leadership career progress, arguing women need to be both encouraged and encouraging to other women. The women in the study suggest women need other women to “unpack” issues

for access to diverse perspectives on how to perceive leadership challenges. Other women suggested women need mentoring because women tend to lack confidence. Some participants talked about other women they'd developed relationships with who didn't move up in the organization because they hadn't been supported. These same participants compared those experiences to that of other men who they argue don't have the same issues. The participants suggest men simply apply for the promotions, put themselves forward and believe in themselves, while women by contrast lack confidence (Baker and Casey, 2011).

Women who participated in Baker and Casey's (2011) study noted characteristics of strong role models who helped them advance. It is particularly noteworthy that women's mentorship networks were small and transparent provided invaluable support. Other women in Baker and Casey's (2011) women in leadership study pointed to the negative aspects of role modeling in the context of classic gender stereotypes, noting the negative connotations with emotive expectation in femininity and severity in masculinity as equally problematic for women. Further, participants pointed to demographic distinctions and interest in mentorship, and age differences among the leadership cohort where homosocial characteristics in leadership have changed over time. For example, participants suggested women who cry are not role models and neither are women who try to be like men. In this example, the message is women in leadership cannot be traditionally emotive or feminine and neither can they be traditionally non-effusive or masculine. Other participants indicated senior women don't want to be role models for younger women, that there is a lack of interpersonal interest, conflict and resentment towards young emerging leaders.

Finally, Baker and Casey's (2011) study also pointed to the importance of networking. Many participants in the study suggested networking was less of an issue of wanting support and more of a "needs based" process especially in the sense that knowing a lot of people has advantages. The authors suggest networks are beneficial with respect to career opportunities, sharing knowledge, comparing notes and to determine commonalities, break down silos and to bring balance to thought processes and experiences. Women have also pointed to the value of having trusted colleagues and friends who have followed a similar career path. One participant in Baker and Casey's (2011) study described the value of different types of networks she accesses. For example, the participant noted informal networks help "put people in touch with each other" and are especially useful for building mentoring or coaching relationships. The participant in the study also suggested "formalized local networks" are critical for "helping support individuals and get the best out of people" (Baker and Casey, 2011). The authors quote the same participant when they suggest the main benefit of formalized local networks is "to get the best to support the organization's goals" (Baker and Casey, 2011).

One participant in Baker and Casey's (2011) study was vocal about female-only networks, which is worth including in this review. The authors suggest the participant's analysis with respect to female-only networks is important because she argues these networks can be used for "establishing connections, supporting causes, providing information and training and drawing attention to and addressing the structures and cultures that work against female progression" (Baker and Casey, 2011)."

The literature also addresses women's interest in providing other women in leadership advice. This is especially noteworthy with respect to the advice women provide to other women in terms of being authentic and confident in leadership. According to Baker and Casey (2011) women consistently advised women to be more confident. Many women speak to their own lack of confidence in the study and/or how they built their confidence up over time. Other women in the study gave examples of how women show they lack confidence. Some women in Baker and Casey's (2011) study comparatively analyzed women's level of confidence in leadership to that of men, noting how gendered distinctions impact how women value themselves as leaders. Women in the study who provided advice suggested women find ways to recognize their strengths and to be persistent with their interests and ideas. Similarly, confidence was related to authenticity in the literature in terms of how women in leadership struggle to be themselves. Women in the study suggest other women in leadership need to "understand what makes [them] tick in terms of [their] underlying values as to why [they] work in the organization [they] do" (Eagly (2005) in Baker and Casey, 2011).

The "old boys club" has long been understood as an exclusive network of men operating at the upper echelons of an organization and effectively building informal connections that work to devalue women's capacity for leadership. For example, authors Searby & Tripses (2006) set out to define the culture of gender bias in a study they argue shows discrimination stems from a history of diminishing women's efforts in leadership based in classic sexist stereotypes. Women, the authors argue, "are perceived to be too emotional for top leadership and they do not understand budgets" (pg. 3). Moving on: it's possible to recognize what is actually most compelling to the authors. It's not the perception that women are emotional and ignorant that limits their access to leadership but rather women identified the lack of mentors as the biggest barrier and the "widespread assumption that barriers have been coming down, women have been moving up, and equal treatment is an accomplished fact" (Rhode, 2003 in Searby & Tripses, 2006). In reality, many women continue to feel excluded in career development. It is reasonable to speculate women find ways to get around relational obstacles using communicative expertise and engagement to enter into mentoring relationships that will help them advance their career. The authors indicate many women spend time articulating their professional goals to a mentor, proposing a goal-setting process to a leader or taking risks through informal mechanisms in requesting mentorship support. This illustrates the thought many women put into establishing

informal connections to build a mentorship relationship with an objective for career advancement. Finally, the authors state the women who participated in the study cited “the informal networking that took place throughout the study was the most beneficial aspect of participating” (pg. 17). This suggests there exists a desire for a network for navigating gendered barriers women face in meeting leadership goals and in the identification of accessible pathways open to women to help them be successful in that initiative.

It is important to recognize the difference of mentor functions and outcomes in a comparison of men and women in formal and informal mentoring relationships. In defining the concepts, authors Cotton & Ragins (1999) argue, “informal mentoring relationships develop spontaneously whereas formal mentoring relationships develop with organizational assistance” (pg. 529). The authors add, “a second important distinction is that formal relationships are usually of much shorter duration than informal relationships” (Cotton & Ragins: 1999:529). This is important given traditionally women face greater barriers to developing informal relationships than men. In the history of mentorship, men in leadership positions are more likely to initiate relationships with younger versions of themselves, with other men who they perceive as competent or as sharing similar interpersonal style. Very little study has been conducted with respect to female to female mentor functionality or the impact of gender composition on the success of the relationship. However, Ragins & McFarlin (1990) found that same-gender informal mentoring relationships report engaging in more social activities together and that women who mentor women engage in more role modelling (pg. 534).

The shortage of mentoring has been cited as one of the reasons for women’s lack of advancement in leadership (Angel et al. 2013 in Bynum 2015). Women have found ways to co-navigate organizational barriers through peer mentoring or the practice of mutual mentorship among equal colleagues. Bynum argues, “[T]he interactions and connections between colleagues are a valuable source of emotional and moral support and peers can provide advice on balancing personal and professional responsibilities (Sumbunjak et al., 2010 in Bynum, 2015). But this practice comes without systemic acknowledgment and in some cases, occurs without recognition of it taking place among colleagues. It also occurs to the exclusion of other colleagues whose personal characteristics impose barriers on their ability to access mentoring relationships. The very informality of these relationships are a challenging experience of exclusion and homogeneity as peer mentors latch onto commonalities, effectively sidelining other leaders who do not naturally reach out to others on their own. For the purpose of this paper this is an extremely important distinction: These are women who come up against systemic barriers the way all women do, yet their strengths are based in introverted communication and/or “othered” perspectives and integrating in the dominant cohort is culturally challenging, and sometimes impossible. For this reason, institutionalized mentorship and networking is recommended as best practice.

Leadership style also contributes to the discussion of mentorship among women especially in the BC Public Sector where leadership roles for women have increased over time. Kuchynkova (2013) argues women often use a transformational leadership approach, which is to say they build unique relationships with their subordinates more often than men by instilling in them a sense of idealized influence through role-modelling, inspirational motivation, intellectual stimulation and recognizing individual needs in order to achieve success. The multidimensional approach of transformational leadership enables interpersonal strength between the leader and subordinate. This is especially important when we consider the degree to which women rely on informal connectivity to carve pathways to for leadership success.

### **Main Themes of the Literature Review**

To summarize, five themes emerge from the literature:

#### **1) Naming the problem**

- Women adapt to dominant leadership and culture and make trade-offs to gain access to leadership roles via family or domestic and/or career limiting sacrifices.
- Women form networks through informal interpersonal channels to address systemic barriers, patriarchy and colonialist systems of power.
- Women rely on interpersonal communication as a tool in attaining their career goals.
- Gendered systems of exclusion undermine women's advancement in leadership.
- The lack of mentors is the biggest barrier and the "widespread assumption that barriers have been coming down, women have been moving up, and equal treatment is an accomplished fact." Lack of a gender analysis.

#### **2) Recognizing the value of heterogeneous interpersonal connectivity**

- A system of gendered peer-to-peer leadership exclusivity and homogeneity exists among the leadership cohort which excludes women, especially in male-dominated environments.
- Women continue to feel excluded in career development

#### **3) Recognizing the value of hierarchical opacity**

- There exists a desire for a network for navigating gendered barriers women face in meeting leadership goals and in the identification of accessible pathways open to women to help them be successful in that initiative.
- Women have found ways to co-navigate organizational barriers through peer mentoring or the practice of mutual mentorship among equal colleagues.

- Women support other women through transformation leadership – building unique relationships with subordinates for the purpose of role-modelling.

#### **4) Recognizing the value of transparent, diverse leadership fluidity**

- There are negative connotations with emotive expectation in femininity and severity in masculinity that are equally problematic for women.
- Women need to be both encouraged and encouraging to other women. Women need other women to “unpack” issues for access to diverse perspectives on how to perceive leadership challenges.

#### **5) Championing broad initiatives for change**

- Women advocate for large initiatives – especially mentorship and networking programs to build a discourse for challenges/problems and for cultural change.

It is important to acknowledge linkages that were made between the literature and the research data. In fact, the findings of the study were consistent with the literature in several ways. First, women in the BC Public Service indeed form “networks” through small informal connections to share interpersonal challenges that stem from gendered leadership. For example, every woman in leadership seeks out other “safe” women or have a “good guy” list of women with whom they regularly connect. One participant referred to these women as her “tribe.” These are small, siloed networks of women where space is shared for emotive connectivity in an organization that tends to snuff out public or outwardly-focused emotional expression. Women’s networks in the BC Public Service are private and tend to be exclusive. As such, peer-to-peer leadership exclusivity and homogeneity is something many women in leadership contend with, especially if they are introverted or socially reserved. The data deeply supports the recommendation that the BC Public Service establish formalized networks for women and men where interpersonal leadership nuances are exchanged in the context of gender, work, life and humanity. The establishment of a large formalized inclusive network is fundamental to building a discourse for a gender analysis with respect to issues that uniquely impact women in the organization. Further, the literature supports the data in terms of a need for a strong mentorship initiative in the BC Public Service for the purpose of encouraging, supporting and building a healthy, modern, gender-diverse and representative leadership cohort across all sectors of government.

It is also noteworthy that initially many participants lacked a clear, concise gender analysis in terms of leadership. For example, participants may have noted distinctions in how they lead relative to their male leadership reference group however they tended to preface their observations with “I don’t think this is necessarily a gender thing...” or “gender is not an issue for me but...” The degree to which this was common among participants over the course of the

interview phase reflects the literature in terms of the perception that barriers to women have been dismantled or that neo-liberal individualism has paved the way for a non-gendered leadership experience for women. This is indicative of the need for a discourse that problematizes gender inequality in entrenched organizational culture especially with respect to the burden of familial obligation disproportionately impacting women who aspire to a leadership role. It is important to recognize, gender inequality in interpersonal exchange has never been a formalized topic of discussion in the BC Public Service. Again, innovation and progress comes from the establishment of formalized networks where a gender analysis and discourse can be informed by the application of a gendered lens, and broadly in the application of a deeper sociological analytical approach. See Appendix 1 for a literature-based conceptual framework informing the data.

## **METHODOLOGY**

The following outlines the methodological process of the research and the steps adopted to study the question of how women use interpersonal relationships in the organization to navigate systemic barriers in the BC Public Service. Given the sensitive nature of the subject matter it was important to be thoughtful in terms of how to approach the research question. The research itself straddles the boundary of personal and professional work and life. In fact, many participants referenced the familial nature of their work environment and the colleagues they consider a part of their “work family,” complete with relatable close siblings and the odd distant cousin who shows up late for Thanksgiving dinner. The intimate and personal nature of the research questions required a qualitative approach that would bring depth to the data. The study required a method of collecting data that was non-threatening, private and set in an environment where participants could feel comfortable speaking openly about their thoughts and feelings around workplace culture, relationships and leadership. It was important to develop a trusting relationship with participants very quickly. This is why one-on-one interviews were chosen as the method of choice for this work. One-on-one interviews set the stage for quiet, safe and thoughtful conversation and connection where participants were able to think about their responses, talk through ideas and feel safe to be vulnerable. Through intimate interpersonal exchange with the researcher participants could solidify their perspectives, sometimes therapeutically and be open about their experiences and the impact of those on their leadership in the organization. One-on-one interviews enabled the human element to surface in organic conversation and allowed for a communicative depth unmatched by any other research method. Women in BC Public Service leadership are a relatively small and unique group. Fortunately, participants were accessible both in terms of their physicality – almost all participants were geographically accessible to the researcher – and in terms of their intellectual and emotional openness. To speak to this, it’s important to acknowledge the significance of how open the participants were with respect to this research. Without their willingness to collaborate, to be

open and kind, to completely dismantle hierarchical barriers and to welcome this work the research would not have been successful. In terms of reaching the participants, they made it easy. However, there was a systematic recruitment process involved (Lewis et al. 2014).

Participants were initially selected in consultation with senior executive at the Public Service Agency and Gender Equity Office. The goal was to ensure the sample of women who participated in the study represented a diverse perspective across the social, natural resource, justice and central government sectors. A total of 25 women were identified in that selection process. Women among this group occupied Deputy Minister, Assistant Deputy Minister and Executive Director roles. Once identified, an initial invitation was sent by email to the selected participants. The invitation asked potential participants to voluntarily contribute to the study and they were given the opportunity to directly reach out to the researcher to arrange a time and place to meet. When participants responded to the invitation, the researcher secured a time allotment in the participant's calendar to meet for one-and-a-half hours. Research questions and a Participant Consent Form were electronically delivered to the participant once an interview time had been established.

At the beginning of the interview, participants were given a chance to read or review the Participant Consent Form and ask questions. In the consent form, the researcher communicated the participant's rights in terms confidentiality, and anonymity with respect to how their data would be used. Participants were told the session would be recorded using a voice recording device. Using a recording device during the interview allowed for a greater sense of connectivity between the participant and researcher because the researcher could focus on the conversation and non-verbal nuances of the communication and tap into the emotional intellectual experience of the conversation without having to worry about missing intuitive cues through standard notetaking. Participants were also told they could withdraw from the study at any point, without any questions asked and without any repercussion. If participants agreed, they were asked to sign the consent form and the interview commenced. To give participants an idea of the nature of the questions, they were provided with a document that illustrated the very broad scope of questions. In total, participants were provided with 30 questions (see Appendix 2) that were categorically organized according to the following themes:

- Leadership Style
- Male vs. Female/Masculine vs. Feminine Leadership
- Leading as a woman and systemic/non-systemic discrimination
- Female vs. Female Leadership
- Gendered Leadership and interpersonal fit, and
- Thinking ahead

Of a total of thirty questions, ten key ones guided the interview and the conversation grew organically from there. The ten key questions were as follows:

1. How would you describe your leadership style? Do you see yourself as similar to your colleagues in terms of your style or do you stand out as different? How?
2. In your opinion, is there a “masculine” and “feminine” way of leading? If yes, what are some of the characteristics of each style? What is the difference? If no, why would you say gender does not influence leadership?
3. If there were a gender continuum in terms of leadership, where would you place yourself? Why would you place yourself in that particular location on the continuum?
4. Is there a gender hierarchy of leadership success in terms of leadership success? Do men who lead in a traditionally “masculine” way enjoy more success/rewards than women who lead in a traditionally “masculine” way? Alternatively, do men who lead in a traditionally “feminine” way, receive more respect than women who lead in a feminine way?
5. Do women support other women in your work environment?
6. Have you ever been marginalized by another woman at work?
7. Have you ever used informal relationships to sideline an emerging female leader?
8. In terms of interpersonal relationships, what prevents women from being successful in leadership?
9. Does physical appearance have an impact on leadership success for women?
10. Do you believe female-to-female discrimination is prevalent in the Public Service?

The sequence in terms of how the questions were posed to participants during the interview was very important in terms of the methodology. The first question asked participants to describe their leadership style. This question set the foundation for how participants expressed and valued leadership without the influence of the concept of gender skewing their position. As part of the first question, participants were asked to compare themselves with respect to their leadership style to their colleagues and/or reference group. For example, a participant who described herself as collaborative and people-focused was asked to say whether she perceived her colleagues as similar. Asking the questions this way helped uncover whether “collaborative leadership” in this case is perceived as a common leadership value. For example, if a participant indicated they are collaborative but that most of her colleagues are not or that only certain colleagues with particular characteristics are collaborative, it helped identify collective leadership value among women across the organization. The second question asked participants to share their perspective of the concept of masculine and feminine leadership. The purpose of this question was to uncover whether participants had a gender analysis of leadership. This was extremely important as a foundational question for the study because it clarified how many

participants from which sectors framed their leadership approach in the context of a gender. It is important to note, this is not to say there are no other possible lenses to apply to leadership outside of the scope of gender. In fact, many women pointed to the value of having a multi-faceted perspective of leadership whereby gender only constitutes one dimension. However, the goal with this question was to determine whether participants were comfortable engaging in a conversation that framed leadership with a gendered lens. As such, the objective of this question was to determine the degree to which participants had a gender analysis in general with respect to leadership. Follow up questions asked participants to identify characteristics of masculine and feminine leadership for the purpose of understanding whether there is a collective perspective of what it means to be a masculinist versus a femininist leader. For example, the question sought to determine if there is a collective appreciation for stereotypical definitions of gendered leadership. Once a definition of gendered leadership was established, the third question asked participants with a gender analysis to place themselves on a leadership gender continuum and to talk about how their leadership intersects with characteristics on that spectrum. For example, some participants indicated their “state-of-nature” position in leadership leans towards a feminine style on the gender continuum but that their leadership often requires fluidity along the continuum even if it doesn’t feel natural. This question established a collective understanding of women’s capacity to adapt to varied gendered leadership approaches and the range of challenges that are encased in inherently gendered interpersonal, communicative nuances in that context. This question also organically launched the “naming the problem” questions that followed in the interviews. For example, the fourth question asked participants to describe their perspective of a gendered hierarchy of leadership success (GHLS). The purpose of this question was to uncover whether there was a consensus among participants in terms of sex and gender around who gets rewarded in leadership and why. Participants were asked to comment on the GHLS to help establish an understanding of leadership culture reward: Who in this context reaps the highest rewards – men who lead in a masculine way? Women who lead in a masculine way? Men who lead in a feminine way? Or women who lead in a feminine way? This question opened up the conversation around how women and men in leadership are rewarded differently, issues around male advantage, the boys club, barriers to interpersonal networks, challenges with respect to family, distinctions between introversion and extroversion in personality profiles, communicative distinctions, and much more. The purpose of the fifth question was to draw out data with respect to how women support women in an interpersonal leadership dynamic. The study itself sought to understand in part how women contribute to the challenges women face in leadership. For example, do women tend to *call in* gender biases in communicative functions around the boardroom table? To be more specific, when a male leader interrupts a female leader, will her female colleagues stop the meeting and acknowledge the interpersonal offense as problematic? Or will the women in the room ignore it, put their effort into joining the boys club and maybe even interrupt a fellow female colleague too? Further, what will the men in the room

do in that context? The research sought to understand - is this just “business as usual?” and the interview questions that followed were designed to draw out how women support women, how women “show up” in leadership and how women tend to be successful in positions of power in the BC Public Service. This is also a space for a distinction between *calling out* and *calling in* gendered behavior. Women who *call in* people who interrupt other women in conversation will ask probing questions as to why they feel their behavior is legitimate. Calling in undermines traditional *calling out* communicative processes that tend to be anchored in anger and can offend or cause people to shut down rather than encourage them to think about how their words or behavior perpetuate entrenched culture and impact others in the room.

At the end of the interview participants were asked to identify areas where they believed the public service needs improvement in terms of supporting women in leadership. Participants were invited to contribute policy and/or program ideas that would facilitate systemic, organizational or cultural change related to some of the key problem areas identified during interviews. Finally, participants were asked to recommend a colleague who they thought might be interested in contributing to the study. An additional eighteen women were recommended by participants. Ten of those recommendations were contacted the same way initial participants were contacted and agreed to participate in the study. This brought the study sample to a total of thirty-five. Of that total, 16 came from the social sector, five came from the natural resource sector, four came from the justice sector and 10 came from central government. Having a diverse representation of women in terms of sector-specific perspective was important: what happens in the social sector is different from that of the natural resource sector, for example. Each sector has a very distinct leadership culture. Many women who lead in social ministries show affection towards each other, for example, and are emotionally expressive through words and touch. By contrast, many women who lead in the natural resource sector operate in a traditionally hierarchical, business-focused environment where emotion has little part in interaction. It is important to acknowledge however, the sample of women in each sector is reflective of how women are represented in leadership across government. To be clear, while women’s representation in leadership is relatively balanced in the social sector, women are significantly underrepresented in leadership roles in the natural resource and justice sectors. It is also important to acknowledge the sample included the intersectional perspectives of Indigenous and non-white women despite the underrepresentation of these groups among women in leadership in the BC Public Service. In terms of saturation and scope, a participant sample of 35 women was very good. The research was led by one person with limited resources, especially in terms of a time frame and the capacity to manage a large pool of data. That said, a saturation point was reached at approximately mid-way through the interview phase of the project timeline and fewer new concepts emerged as the data collection phase came to a close.

During analysis, nine themes emerged. Five themes had initially been identified in the literature review and were subsequently drawn out from the data: naming the problem, recognizing the value of heterogeneous interpersonal connectivity, recognizing the value of hierarchical opacity, transparent, diverse leadership fluidity, and championing broad initiatives for change. As mentioned earlier, in order to set up a gender-based analysis it was important to contextualize the data in participants' descriptions of their own leadership style and in terms of how they perceived their leadership as it intersects with a leadership gender continuum. As such, two themes were added to the analysis to set up a foundation for defining problems in the context of gender: participant's description of their leadership, and participant's perspective of the existence of gendered leadership. An additional theme unrelated to the literature emerged during data analysis and that is the promotion of cultural safety in leadership vulnerability and authenticity. This theme relates to data that speaks to women's effort to embrace their authentic selves even if it means being different – heterogeneous – and at risk of being vulnerable among the leadership cohort. Finally, the ninth theme that emerged from the data supplements results at the end of the report, and that is all topics participants raised with respect to pay equity and fair access to processes for salary negotiation.

Recorded interview data files were transcribed and transferred to a table where participants' names were omitted and replaced with a number. This step was important because it anonymized the data. Language, ideas, thoughts and concepts that emerged from the interviews were categorized under headings that correlated to the nine themes outlined above. During analysis, some contextual changes were made in the language of the data to ensure no identifying information was discernable to the reader and participants remained anonymous.

## **FINDINGS**

With a total of 35 participants – from the Deputy Minister, Assistant Deputy Minister, and Executive Director ranks - data were organized according to the key pillars of the conceptual framework identified in the literature. As such, participant responses were categorized under the following five literary themes: naming the problem, embracing heterogeneous interpersonal connectivity, valuing diverse and transparent leadership fluidity, valuing hierarchical opacity, and championing broad initiatives for change. As noted earlier, an additional pillar was added to the analytical framework: promoting cultural safety in vulnerability and authenticity. This concept was significant in terms of the themes that emerged from the data outside of the scope of the literature. Further, data were analyzed by four unique public service sectors: social, natural resources, justice, and central government. Central government respondents are identified as having a foundation in human resources (HR), finance (F) or the Premier's Office (PO). Table one in Appendix 3

shows the results of the sector-specific data. It is important to reiterate, the leadership sample for this study is comprised of women from diverse leadership ranks across the organization, and many women in the sample speak to their experience operating across distinct sectors. Further, for purpose of anonymity the analysis does not correlate sectors with participant quotations.

To be clear, the concept of “naming the problem” envelopes themes that were raised during interviews with participants with respect to the issues that impact women in the context of gendered leadership. During analysis, problems were identified according to thirteen themes: system, conflict, leadership culture reward, informal discrimination and abuse, leadership gender continuum, introversion versus extroversion, female-to-female support, advice to women, emotion, family, male advantage and physical appearance. The second concept in the analysis - embracing heterogeneous interpersonal connectivity - refers to an openness to dissolve leadership homogeneity that shows up in the promotion of leadership attributes that fall within the limited confines of the “what we know/who we know” leadership cohort. Embracing heterogeneous interpersonal connectivity means individuals with unique leadership profiles, backgrounds, personality types, physical appearances, communicative and emotive expression and styles are acknowledged as valuable. Thirdly, the analytical concept of hierarchical opacity acknowledges the need to redefine the value of hierarchy as it exists in the context of relational leadership. In essence, this concept organizes data according to the degree to which participants acknowledge the value of being blind to hierarchy in its intersection with relationships, while acknowledging its value in operational function. The fourth analytical concept - valuing diverse and transparent leadership fluidity - refers to the need to be open, diverse and transparent in one’s personal leadership up, down and across the organization. During analysis, this concept acknowledges a participant’s “leadership literacy” and the degree to which others can read, understand and comprehend leadership tendencies for building or breaking down silos. It also sheds light on what and how leadership unfolds as a person interacts with colleagues up in the organization, as well as down and across. Finally, the last concept in the analytical framework addresses the need for change. The analysis suggests championing broad initiatives for change acknowledges the capacity in the organization to identify and institutionalize best practices that recognize problems and serve to actively lead a broad culture shift through progressive initiatives, policies and practice.

### **Leadership Style**

Before problems could be identified during analysis, it was important to identify how participants view themselves as leaders because how they describe themselves lends itself to how they innately show up in a leadership dynamic. Once personal leadership perception was identified in

the context of the sample, it was then thematically possible to contrast and compare where and how women place themselves in the discourse of organizational leadership. In terms of analysis, this is a starting point – a basis upon which leadership values are accessed intuitively in inclusive conversation. The findings show there are ten high-level categories of descriptive leadership among women: collaboration, emotive expectations, gendered continuum, behavior insights, introversion versus extroversion, results orientation, theoretical foundation, trust and information sharing, and communication. Of a total of 35 participants, eight women identified their leadership style as collaborative. Four participants described their leadership in terms of how they show up emotionally or how others see them in that context. Likewise, four participants described their leadership in terms of where they fall along the gender continuum. The gender continuum is described in further detail below but in essence the data suggest women who describe their leadership in this context have an analysis in terms of how their gender shows up in their leadership. Four participants described their leadership in terms of a behavioural insights paradigm, such as the one regularly referenced in public sector leadership training that allows a person to express their leadership in terms of a colour – “cool blue” or “fiery red”. For clarity, the behavioural insights paradigm colours represent distinct leadership-personality types<sup>3</sup>. A cool blue type has a uniquely different leadership profile than a fiery red, for example. Two participants described their leadership in terms of functions of their personality related to introversion and extroversion. Three participants described their leadership in terms of their drive for results. One participant described their leadership as based in a theoretical foundation, such as “servant leadership.” Two participants described their leadership in terms of the degree to which they rely on building trusting relationships and sharing information. Finally, two participants described their leadership in terms of their communication style or how they interact with their staff.

### **Gender Analysis**

Also before understanding the problems, it was important that participants were given an opportunity to identify their perspective as to whether they believe in the concept of gendered leadership. In short, do women in the BC Public Service have a gender analysis of leadership in the organization? Specifically, to what extent did participants feel comfortable acknowledging “masculine” and “feminine” leadership is relevant? To clarify, for the purpose of this study gendered leadership relies on the stereotypical attributes associated with masculinity and femininity in terms of leadership. For example, masculine leadership encompasses attributes that are assertive, results-oriented, non-emotional, non-collaborative, hierarchical and directive. By contrast, feminine leadership incorporates attributes that are collaborative, relational, consensus-building, horizontal, delegatory and focused on people. Participants

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<sup>3</sup> Insights Discovery: <https://www.insights.com/ca/products/insights-discovery>.

were given an opportunity to identify whether they believe gendered leadership exists or whether they perceive it to be shifting over time. While the findings show many participants have a gender analysis, other participants indicated they believe there is indeed a distinction to be made between two unique groups of leaders, but that “masculine” and “feminine” terms of reference are increasingly problematic. Still others indicated they do not have a gender analysis or that a distinction is impossible to determine at this time. The results of the study indicate the majority of participants who provided analysis believe gendered leadership exists. Specifically, 15 respondents believe gendered leadership exists. Some women indicated they believed the concept of gendered leadership is shifting and is perhaps less relevant than what it had been a decade ago. Specifically, four respondents have this perspective. There were ten participants who indicated they believe “masculine” and “feminine” terms of reference are simply problematic, noting they believe in a clear distinction between two unique groups but that they are no longer comfortable using gender as a lens to define differences. Finally, two participants suggested gendered leadership does not exist.

### **Naming the Problem**

As noted earlier, naming the problem was analyzed according to thirteen categories of issues in the context of gendered leadership. First, problems that are systemic were identified as those derived through entrenched social institutions such as patriarchy and colonialism, family, the Boys Club and cultural discourse. Other systemic problems were identified as an organizational function of the public service, such as performance management, budget, entrenched culture, subject matter expertise, and the blurring of the political-administrative divide. With respect to social systems, one participant identified patriarchy and colonialism as an entrenched foundation and basis upon which gendered and intersectional issues in public service organizational leadership arises. Secondly, the institution of family was identified by two participants as problematic for women in leadership. The last social system identified as problematic for women in leadership is the institution of Cultural Discourse. This specifically relates to how women interact in a defined male-dominated leadership culture, whether through language, engagement or behaviour. Five participants defined the problem for women this way.

With respect to organizational systems, three participants indicated performance management as problematic in a leadership dynamic. During interviews, it became clear the issue relates to the lack of systemic processes in place that enable ineffective leaders to practice poor leadership without visibility into how they are achieving results. Three participants indicated this was a significant systemic oversight. Secondly, issues related to budget were identified as significant problems – whether related to resource allocation that

directly impacts women who tend to get given smaller portfolios or the tendency for women to have to rely on relational reciprocity to achieve results because of a lack of financial resources – two women have identified budget issues as problematic in the context of gendered leadership. Third, entrenched culture was identified as another organizational problem. This largely relates to unconscious biases in terms of how the business and culture of government unfolds in the context of a patriarchal and colonial foundation and the degree to which it is difficult for leaders to separate gender from the only work and culture they have grown to know. A total of five participants raised this as an issue. The fourth organizational systems issue identified in the data is the tendency to promote subject matter experts to leadership roles. The issue is identified by two participants and noted as systemically problematic because of the lack of leadership skill that shows up in leaders who are where they are because they are skilled in one specific subject area rather than having a broad skillset required in a complex leadership capacity. Finally, one participant identified as problematic the lack of separation between politics and administration with respect to leadership promotion and making merit-based appointments based on a history of experience and tested, proven competency.

The second theme in naming the problem envelopes problems identified as being conflict-based. Conflict-based problems were further analyzed as those that are power-based, meaning the conflict arose because of a strong power dynamic in the relationship. Male-based conflicts are those identified as stemming from a gendered distinction between a male and a female. Female-based conflicts are those that were identified as manifesting in female-to-female relational nuances. Finally, some participants identified their neutrality in terms of having a gendered lens on the issue of conflict in the organization. As such, the analysis makes a distinction between those who have a gendered lens and those who don't. A total of five participants indicated they have experience with conflict in working relationships, but suggest it is not necessarily gendered. Rather they argue these conflicts arise because one person's power base is perceived to be threatened. Two participants identified experiences with conflict in their working relationships with other leaders that were distinctly gendered and male-based. A total of 11 participants identified experiences with conflict in their working relationships with other leaders that were distinctly gendered and female-based. Two participants indicated they had a neutral perspective in terms of whether conflict arises from gendered or power dynamics.

The third theme in terms of naming the problem relates to problems that are associated with leadership culture reward (LCR) in the context of gender. LCR is the perception and acknowledgement of a gendered hierarchy of leadership success (GHLS). There are four components to GHLS:

- Men who lead in a masculine way (MM)
- Women who lead in a masculine way (MF)
- Men who lead in a feminine way (FM)
- Women who lead in a feminine way (FF)

Participants were asked to rank the perceptive success of male and female leaders based on a standard stereotype of gendered leadership and the attributes outlined above. Participants were given an opportunity to identify which leadership group reaps the most rewards in this context. A total of eight participants identified they perceive men who lead in a masculine way to reap the most rewards in the GHLS. One participant indicated women who lead in a masculine way are most successful. Two participants indicated men who lead in a feminine way as most successful. Notably, zero participants indicated women who lead in a feminine way are most successful. One person suggested the GHLS is not relevant. Finally, three participants did not have an analysis into this paradigm.

The fourth theme in the conceptualization of naming the problem includes problems that are associated with informal gendered discrimination and abuse. Informal discrimination and abuse is defined as a subtle marginalization of one person or group by another person or group. Subtle marginalization can take many forms including overt or passive aggressive language, exclusion, hurtful comments or backhanded efforts to impose negative action and/or emotion on another person. Participants were asked to identify whether they had experience with informal discrimination or abuse, with a total of 14 participants identifying their direct or indirect experiences. Two participants indicated they do not have any experience with informal discrimination and abuse. Finally, two participants had an analysis into a discriminatory or abusive dynamic without acknowledging direct experience with it.

The fifth theme for naming the problem includes problems based in the existence of a gender continuum of leadership. Participants were given the opportunity to identify where along the continuum they believed other leaders valued leadership style and/or approach. For the purpose of this study masculine leadership sits on the left side of the gender continuum of leadership and encompasses attributes identified earlier: assertive, results-oriented, non-emotional, non-collaborative, hierarchical and directive. Feminine leadership by contrast, sits on the right side of the continuum and incorporates attributes that are collaborative, relational, consensus-building, horizontal, delegatory and focused on people. As noted earlier, some participants indicated their incapacity to identify with these terms of reference or that they simply do not have a gendered lens as to the leadership style of others. Others who were comfortable characterizing leadership in terms of gender indicated they viewed

others as adaptable along the continuum and able to move fluidly like a pendulum based on the situation they are being faced with. Two participants specifically indicated their own fluid movement along the continuum. Seven respondents indicated leadership in the public service tends to lean to the masculine end of the spectrum. Notably, none of the participants indicated leadership in the public service as generally leaning toward the feminine end of the continuum. Two participants indicated they did not have a gendered lens and one participant argued gendered leadership is not relevant.

The sixth theme for naming the problem includes problems associated with introverted and extroverted personality types. Many participants indicated a distinction can be made with respect to how a person's leadership is perceived as successful and/or effective based on whether a person is quiet and reserved or outgoing, energized and socially engaged. Five participants had an analysis into introverted and extroverted personality contribution into leadership optics and success.

Seventh, participants identified access to resources as encompassing unique problems based in gendered leadership. For example, when time is a scarce commodity, relationships diminish. As women rely heavily on relationships, barriers to access to interpersonal networks are fundamentally problematic. Six participants indicated resources or lack thereof, were significant to the problem of a gendered dynamic in public service leadership.

Eighth, when participants were asked about whether they felt they were supported interpersonally by other females in the organization, many identified issues that were uniquely gendered, such as in the identification of a situation in which another woman went out of her way to support another woman. Some women gave examples of negative female-to-female experiences. Some women indicated their experiences with other females in the organization have been generally or mostly positive. Others had a neutral perspective about support by women and people in general. With respect to negative female-to-female support, nine participants indicated they have direct or indirect experience with a difficult or challenging relationship with another woman. A total of five participants indicated their relationships with other women are positive or generally positive. Finally, a total of five participants indicated their relationships with women are neutral – that they don't necessarily see women going out of their way to support or not support other women.

In conversation, many participants provided unique advice to women that offered perceptive insight into problems that are specific to women as leaders in the public service. The ninth identifiable problem that emerged from the data therefore relates to the advice participants had for other women in leadership. Communication, self-talk and impostor syndrome, authenticity

and the degree to which women feel safe to be themselves, and leadership tools for women are all provided as unique issues women face when they lead in a gendered space. With respect to communication, five participants indicated women have unique issues around communicating in the context of a male-dominated leadership culture. Four participants identified confidence issues as also uniquely problematic for women in leadership. Two participants also identified authenticity as a unique problem for women especially in terms of being able to show up to the table with truth, integrity, honesty and vulnerability. Women, they argue, have trouble being themselves. Finally, two participants identified the need for women to tap into leadership tools the way men do: through self-promotion and exhibiting confidence in what they are able to bring forward.

Tenth: Emotion. Many participants talked about the degree to which they either manipulate their emotive expression to adapt to a leadership culture that does not reward the outpouring of feeling, or they identified issues based in emotion whereby they experienced a disconnect in a relationship because emotive styles or tendencies were not in sync. Emotional Intelligence (EQ) or lack thereof was also largely brought into the context of this problem that uniquely impacts women. A total of ten participants identified the general emotive nuances of women to be problematic.

The eleventh problem that falls within the scope of naming the problem is family – or rather, the degree to which women in leadership who have children are disproportionately affected by the need to balance work and life. A total of 11 participants indicated issues around family as particularly challenging for women in leadership. These participants indicated family or familial intricacies being woven into the complexity of their jobs has been a struggle in a way that it has not been for their male colleagues.

Twelfth, participants identified male advantage as another theme in naming the problem whereby the organization is set up to serve men more favourably than women. Specifically, male advantage was noted as being particularly concentrated in certain sectors where systemically hierarchical organizations are built on a foundation of male domination, the Boys Club, traditional or conservative culture and masculine leadership practices on the gendered continuum. A total of eight participants identified male advantage as problematic in the BC Public Service.

Finally, the last problem identified in the data under the pillar of naming the problem within the conceptual framework encompasses all the issues related to physical appearance, the degree to which this is particularly significant to women and its intersection with race, othering, and age. A total of 14 participants indicated physical appearance as having a significant impact on their leadership advancement. One participant indicated she believed physical appearance is not

significant in a leadership dynamic. A total of seven participants indicated they believed their age, or the age of their colleagues influenced their leadership presence.

The concept of embracing heterogeneous interpersonal connectivity in terms of building an openness to acknowledging the existence of leadership homogeneity is really important. The data suggest leaders recognize the BC Public Service tends to hire like-minded or similar people inside the confines of a limited scope of leadership presence and possibility. A total of 15 participants had an analysis with respect to how they promote or help to dissolve leadership homogeneity within the organization.

The concept of valuing diverse and transparent leadership fluidity recognizes “leadership literacy” along the gender continuum as paramount in the effort to do away with toxic leadership practice that may not be visible in interactive silos both vertically as leaders manage up and down, and across in organizational relationships. A total of 19 participants had an analysis as to the need to recognize leadership diversity and fluidity transparently within the organization. With respect to the concept of hierarchical opacity, 20 participants had an analysis as to the significance of the role of hierarchy in leadership practice. A total of twenty-four participants had an analysis with respect to the degree to which the leadership cohort in the BC Public Service promotes cultural safety within the organization and among individual members at the top of the organization. The questions posed to participants were designed to draw out whether there is a collective sense of safety in being vulnerable in leadership, honest, authentic, and able to make a mistake without being directly or indirectly targeted in a deeply negative way.

Championing broad initiatives for change is the final pillar in the conceptual framework to address interpersonal challenges for women in leadership in the BC Public Service. The data indicate there are two change initiative “scopes” that are relevant in this category: systemic changes and organizational changes. Under systemic changes, there are two notably overarching institutions at the foundation of gendered leadership approaches that negatively impact women: patriarchy, and colonialism. Two participants identified a patriarchal system as having a major impact on how gendered and intersectional leadership nuances unfold in the organization. Similarly, two participants identified colonialism as impacting leadership processes in the BC Public Service also.

There are eight components to the organizational changes pillar in the conceptual framework: key decision makers, promotion of and celebration for a cultural shift, nuanced training, performance reviews, resources, coaching, mentoring and championship, public efforts towards interpersonal awareness, and network. The first component to organizational change initiatives is related to the function of key decision makers in the

organization. Three participants had an analysis as to the degree to which leadership problems for women are being raised in the Premier's Office. Specifically, the participants ask, who is listening to this conversation and what are they doing about it? A second component to organizational change initiatives is connected to the promotion and celebration of a cultural shift towards healthier leadership practices for women. A significant proportion of the sample of women interviewed for this study had something to say about this. In fact, a total of 15 participants had an analysis as to the need for culture change rooted in more gender-progressive approaches and its unique impact on women's leadership experiences in the BC Public Service. Third, nuanced training was identified as a prominent theme in advancing progressive organizational change initiatives for all leaders. Six participants identified innovative leadership training practices that would rejuvenate and modernize outdated, uninspired status quo approaches. The fourth component of organizational change initiatives is performance reviews. Five participants indicated current performance review processes are insufficient in their capacity to establish a clear visual on poor leadership practices executed by senior leaders who do a good job of managing up in the organization. Fifth, resources or lack thereof have been identified as significant to the scope of organizational change initiatives. Whether participant contribution around resources relate to allocated time in a leader's calendar to mentor another woman or the budget to accommodate a woman returning from maternity leave at 80 percent, five respondents indicated resources are imperative to change initiatives. The sixth component to organizational change initiatives is the need for better coaching, mentoring and championship for women and women's advancement. Many participants identified this as paramount - whether it is publicly acknowledging good work, picking up the phone to make a recommendation or making time to offer strategic advice, women in leadership have an obligation to champion and lead the building of a gender-balanced leadership cohort in the BC Public Service. A total of 11 participants had an analysis with respect to coaching, mentoring and championing other women with leadership aspirations. The seventh component to organizational change initiatives relates to public efforts for interpersonal awareness. This relates to the acknowledgement of gendered biases in interpersonal and communicative leadership culture and practice. Something as simple as calling in negative self-talk or "uptalk" or when a man speaks over a woman in a meeting is critical to 'outing' the interpersonal imbalances of gendered leadership practice in the BC Public Service. A total of five participants across all sectors had an analysis with respect to factors related to interpersonal awareness. Finally, the eighth component to organizational change initiatives relates to the building of a strong, inclusive and expansive leadership network for women and men in the BC Public Service to share a new focus on progressive leadership practice and the nuances that affect women in leadership uniquely. This is a framed space for safe discourse, an institutionalized formal network of informal, interpersonal intricacies for a

conversation on inclusive leadership practice. Eleven participants indicated a desire and need for this in the BC Public Service.

And finally, a pillar of its own: Pay equity and gender pay discrimination in the BC Public Sector executive leadership cohort. This is an issue for women across every sector – Workplace Environment Scores (WES) are not related to compensation; women do not negotiate their wage; women do not get paid equal to their male peers; men in leadership are paid more than women. A total of 12 participants indicated they have experienced discriminatory practices in salary allocation, bump ups, promotional negotiations and/or in the experience of actually receiving a raise.

## **DISCUSSION**

The following discusses the results of the Women in Leadership research with an objective to illustrate linkages between concepts in the literature and findings, and to make recommendations based in those for advanced practice for gender equality in leadership in the BC Public Service. The sample of women who participated in the study represent a diverse perspective. What is particularly noteworthy however is the difference in the concentration of women in each of the sectors that participated. Of a total of 35 participants, 18 women from the social sector contributed to the study. Five women from the natural resource sector participated, and 4 from the justice sector contributed. Finally, a total of ten women from central government also participated in this study. To reiterate, participants in the study occupied Deputy Minister, Assistant Deputy Minister and Executive Director roles. The nature of the distribution of women in leadership across government is worth noting. As women's numerical representation in leadership has made gains in the BC Public Service, it is clear they are concentrated in the social ministries across government. This is not news. Women in leadership across government recognize they are not adequately represented in the natural resource ministries, nor is there an equal balance of women and men in the justice sector. While this is pervasive and seemingly persistent, there is more to be said about using numbers of women in leadership as a metric and reflection of progress in terms of gender balance in leadership. For now, it is important to show the study included a larger sample of women from the social sector, largely because women are most represented in that sector. This is not to say that many of the participants who currently lead in a social ministry do not have a sector-diverse background. In fact, many of the women from the social sector who contributed to the study spent time serving in a natural resource or justice sector context. This has added to the richness of their perspective in terms of the gendered nuances women experience and it is clear in their capacity to compare and contrast the realities of women in leadership across the organization. It's important to reiterate here as well that some women who participated in the study did not have a clear gender analysis.

Arguably, this is indicative of there being a void in leadership analysis in terms of actually having an established discourse to access the gendered nuances of leadership in the BC Public Service. Simply, there hasn't been a collective conversation or forum in terms of identifying the impact of gender on the leadership realities of women and men in the BC Public Service. It is hopeful this study builds a foundation for that. The following sections are the categorical concepts by which the data were analyzed and flow sequentially in terms of how they are illustrated in both the literature and analytical framework for the research. To be clear, concepts in the data are analyzed as follows: Leadership style; perspective of the existence of gendered leadership; naming the problem; heterogeneous interpersonal connectivity; transparent, diverse leadership fluidity; hierarchical opacity; safety, vulnerability, authenticity; broad initiatives for change; and pay equity.

## **1. Leadership Style**

To begin, it is important to establish an idea of how participants describe their personal leadership style. The purpose of this is to provide an analysis of the values of senior executive women in the context of leadership in the BC Public Service: How do women who lead view themselves as leaders in the organization? And how do women who lead describe themselves in that context? This data is foundational in terms of setting up the context of the research. Once we understand how women describe and value leadership it is then possible to set those values in the context of a gendered leadership framework. To be clear, leadership style is understood by referencing various terms, concepts or values that participants identify with the most. In analysis, the data indicate participants identify with ten different descriptions of leadership: collaboration, emotive expectation, gendered continuum, behavioural insights, introversion versus extroversion, results orientation, theoretical foundation, hierarchy, trust and information, and communication.

### ***Collaboration***

The first theme that emerged from the data was the most widely-used reference for describing personal leadership style: A total of eight participants described their leadership as collaborative, often as the first word they referenced when asked to talk about how they lead. Participants have a variety of ways of describing themselves in the context of collaboration. The theme across is that relationship-building through collaborative networks and an openness to bringing people into their decision making is at the centre of their leadership style and approach.

*P4: "I am collaborative, cross-ministry, relationship building, strategic project based, operational focused and so collaborative for consensus building, jointly finding solutions, develop relationships, networking..."*

P5: *"I am collaborative. I share information with the leadership team to bring them into the decision making and cross government work. I build a coalition of support. I am empowering and let the leadership team be accountable. I'm accessible to the team when they need it. I pay attention and understand risks."*

P12: *"I am collaborative, open, focused on team building, looking for alliances and common interests, more collaborative than directive, solution oriented, work together for a common goal, get results without leaving a trail of dead bodies, you have to be able to gather people and get them organized, rather than a command and control style you want to include people and get them to understand our purpose. I think this is more effective. The leaders that I admire are similar – we have similar core values. My leadership style has evolved over the years, I used to be more directive - telling people what to do. I couldn't do their jobs to save my life now. I depend on keeping an open environment because I need to know what is happening in the brains of the people who report to me."*

P3: *"I operate from a collaborative space of leadership, decisive and clear with people, non-traditional, long-serving, provide guidance, setting the direction and letting people do it their way, being there for support. It took time to get there. I watched good leaders and adjusted communication based on the job. The beauty of the Public Service is that it's all about relationships and experiences - the good and the bad. We learn from each other."*

P9: *"Inclusive, people focused, good WES scores, use and employ different tools, focused on achieving results through harnessing the power of people."*

Some participants described themselves as collaborative and focused on the people, although they suggest it has taken some time to get to a place where they feel they can safely be collaborative in the organizational environment. Or, they believe they simply stand out for their leadership style among their leadership colleagues in the sector.

P28: *"It's all about the people, and it's important to be a role model for staff, listen, respectful debate, though at the end of the day there might not always be consensus. I have high expectations, mellowed a little with age, but I still have high expectations. I don't come down as hard on staff. I support working hard and playing hard. I have had to learn to be collaborative the hard way, less telling, more patience, lift up the leadership. When mistakes happen, I'll have your back. I can't have you not doing something because you're afraid of the risk. I'm getting to a point now where they trust me, it's a big culture shift."*

P10: *"I am a consensus builder – modelling what I expect of others. I am not autocratic, or command and control. If you make people feel good they will want to be with you. I am respectful. Others are not like that at the senior ranks. The Natural Resource sector is male dominated and there is more command and control in the Natural Resource sector."*

Another participant also indicated she is collaborative but learned to be that way with time. She also notes leaders who are not collaborative lack confidence.

P16: *"I am collaborative. I like to hear from everybody. With maturity and experience I have felt more confident to ask others for their opinion. I learned that the hard way and from one good mentor. I think my leadership style trickles down. I have learned what is more effective, and empowering. I engage the people who bring those same characteristics. I have weeded the others out. Most women are collaborative. The ones who aren't collaborative I attribute to a lack of confidence. They are hesitant to be open and honest and they are guarded in what they share."*

A deeper iteration of the tendency for women in leadership to rely on collaboration speaks to women's organic method of involving others and the collective approach to achieving results. Many of the women who described their leadership as collaborative also noted their ability to empower through delegation which naturally involves clear two-way communication, and a level respect required for sustainable approaches for delivering on mandates. In terms of gendered leadership, women who collaborate tend to lean heavier on feminist tools for success, a flat organizational approach, open door, information-sharing and a humanity-first approach to achieving results. Collaborators are also cognizant of the emotional intelligence required to maintain good working relationships with others which innately involves understanding the nuances of the communicative needs of others. Women who collaborate often speak to their capacity to adapt to the styles of others, often subconsciously in order to work harmoniously across diverse environments. In terms of analysis, the data suggest not every leader works collaboratively. This may be particularly evident in traditionally male-dominated environments where there is a higher concentration of masculinist leadership approaches embedded in long-standing structures of hierarchy and associated culture. However, many participants agreed women who do not work collaboratively "lack confidence" perhaps because they are not comfortable in their relationships with others or in their role. As a result, non-collaborators tend to lean towards a command and control leadership style – a more directive approach on the gender continuum by which deliverables are achieved even if it means relationships suffer in the process. The underlying gendered nuances of leadership in this context are very subtle and difficult for collaborative leaders to navigate. The nuances are also difficult to articulate especially given the lack of discourse there is around gender and interpersonal leadership in the BC Public Service. Ideally, all leaders would benefit from contributing to a network and mentorship foundation where components of gendered leadership like these can be articulated and addressed.

### ***Emotive Expectation***

The second theme that emerged from the data with respect to descriptive values of leadership style is emotive expectation. Emotive expectation refers to the way women in leadership show

up emotionally and how they believe others may perceive them in an emotional-relational dynamic. A total of four participants described their leadership style in terms of an emotive expectation or state of being. This is noteworthy because of those participants who spoke to emotive expectation in leadership, the message is they are not especially warm people. This ties to the expectation for women to fit an emotive mold in leadership that appropriately connects to social expectations of what it means to a woman in leadership. Comparatively, non-emotional men in leadership are commonplace and rewarded. Women evidently justify it. Participants among those who were descriptive of their leadership in this way, described themselves as lacking warmth or relational depth and/or leading from a place of emotive neutrality.

P6: *"I am an institutional entrepreneur – I like starting something new, collaborative, self-reflective, mindful of the human element, but not particularly warm so attenuate sharp edges. I am not effusive, not a hugger, not warm, results oriented, results focused, aware of my impact on people but not always in the moment. I have a style that works with men."*

P6: *"I am girly but not in the way I make decisions. It is hard to make female friends, especially if they are feeling vulnerable so I feel like I am missing a depth in my relationships. If I don't need them, they avoid me when they are vulnerable. This may have to do with velocity - I am rapid. I have to bring people along on the journey and the velocity of others doesn't match. I am usually working someone toward a conclusion that I already know. It's manipulative - it feels awkward and manipulative. I stay open to the idea that there is another possibility but most of the time I end the way I initially knew it would end. I have a sixth sense - I just know others quickly. People very rarely slip below my radar. When I formulate an opinion on someone and I am almost always right."*

P21: *"Collaborative, consensus building, embracing of diverse perspectives, people focused. When I make a decision, I approach it from the perspective of building a consensus. I am calming and not an anxious or stressful person. I don't get flustered. I am strategic in my thinking, empowering. I don't get down into the weeds. I am conscious of not stepping into the space of others. I remove barriers because of my position and authority – this is part of my job. I don't take credit. I work at the right level to accomplish what we are trying to achieve."*

P15: *"Very direct but inclusive and very stable, steady, not reactionary neither emotionally nor professionally, more analytical, working in a heavily unionized environment you learn quickly what you put in an email can be criticized so I've become very good at getting it right."*

The suggestion that women are perhaps relationally "void" if their leadership style connects to their personality type in a way that falls outside of the scope of what it means to be a woman in general is worth questioning. This dynamic has deeper implications on the unspoken, emotive insight others attach to leadership presence. It is potentially problematic for women who lead in an introverted, intuitive capacity whereby the high-level emotive patterns of others are subconsciously determined before those involved in the relational engagement understand how

or why emotive energy is unfolding the way it is. For example, an introverted and intuitive female may have an astute, ingrained preconceived depth of knowledge of the emotional patterns of others as they navigate a highly emotional dynamic with another leader. In this case, the female leads with an objective perspective of relationships, easily understanding the nuances of a plethora of relational dynamics and makes decisions based on a history of having an innate, subconscious comprehension of relational intricacies. Yet, a woman who appears to lack feminine emotive energy when making a decision may present as cold or unapproachable. When we have come to rely on emotive expression as a window into leadership presence, there is a disconnect between reality and our understanding of how and why seemingly non-emotional women exist as they do. Ultimately, women answer to the “obscurity” of being non-emotional in leadership the way men are rarely questioned. Again, emotive expectation for women in leadership is an opportunity for discussion, enriching the discourse around gendered leadership in the public service.

### ***Leadership Gender Continuum***

The third theme that emerged from the data with respect to the way women describe their leadership is explanation in terms of a gendered continuum. It is clear many women perceive their leadership with a gendered lens. What does it mean to be a leader and a female? What does it mean to be a leader and a male? When asked to describe their leadership many women responded by placing themselves on a gendered continuum whereby certain characteristics may be defined as a masculine- and feminine-oriented leadership style. To be clear, the definition of masculine and feminine leadership was universally understood as comprising stereotypical attributes that have traditionally been defined as masculine and feminine. Masculine leadership at the left side of the spectrum is defined as results oriented, assertive, non-collaborative, directive, command and control and non-delegatory. Feminine leadership on the far right of the spectrum is by contrast people-oriented, collaborative, delegatory, empowering and relational, focused on bringing people along, building consensus and empowerment. It’s important to note, there are ample examples of men who lead in a feminine way just as there are women who lead in a masculine way. The concepts of sex and gender in terms of leadership therefore are as always not mutually exclusive. It is also important to note there is no clear consensus on the relevancy of the concepts of masculine and feminine in modern leadership. Still, several participants described their leadership in a “state of nature” as landing at a particular point on the gendered continuum. Again, for clarity a state of nature describes where a respondent might land organically on the continuum, a place from which they are innately most comfortable leading from or settling into. Notably, the majority of women who described their leadership in this way also indicated they are almost never stagnant on the continuum. Rather, they are fluid in their leadership and can organically adapt to different situations and access the leadership tools they require in order address a rapidly shifting leadership space.

Participants who described their leadership in terms of a gendered continuum said:

P27: *“I am situational and have many characteristics that I draw on and many terms of references. My biggest challenge is finding a balance between collaborating and directing. If there is a very direct man who is older than me in the room that is pushing back, the biggest challenge for me is being blunt. I am much more skilled at saying, ‘this is what you said, this is how it landed, and I am not okay with that.’”*

P6: *“Women who bang on the table aren’t successful.”*

P20: *“My leadership has a number of different components depending on my tasks and the role I am in. My nature is democratic and delegating responsibility and opportunity. I rely on a values-based leadership...what’s important to me, what can I bring to this role...I understand change management in this context.”*

P19: *“It’s tough to answer because you almost have to ask others...I have more than one style but a predominant one: authentic, engaged with people in a way they can trust. I alter my message to the right audience...I am in a male-dominated environment and there isn’t much interest in each other’s lives. It’s a very serious environment.”*

P8: *“I walk the talk. I am authentic. I inspire versus require. I develop others, and I am people-focused. I can switch styles depending on situations but try to bring out the best in others. In a crisis situation I will become command and control.”*

The gendered perspective of women in leadership is notable especially in terms of the values women bring in a gendered context. Arguably, these women speak in universal gendered constructs in terms of how their leadership lands distinctly from that of masculinist leadership. The idea that male-dominated environments for example are “serious” and that to be serious in business you cannot bring a personal element to the role, or a style that engages others is “not serious” by contrast is deeply gendered. Similarly, the perspective that crises situations necessitate a directive approach, a serious approach, a masculinist approach may exclude naturally feminist and highly effective leaders from leadership promotion. The subconscious gendering of interpersonal connectivity in leadership is so subtle it immerses itself in the culture and language of the organization. Women who lead in an environment where strong males tend to dominate place themselves on a gender continuum in terms of the efficacy of their leadership capacity. For example, when her style is to calmly state the emotional or intellectual impact of a dominant male’s disrespectful direct communication method, she finds it challenging to “bluntly” reposition the approach of the male in the room using her own natural communicative tactics. In terms of leadership reward, the louder voice is heard. And while a feminist approach is arguably more effective in this context the culture of the organization in terms of gender rewards the

louder, stronger approach. On the other hand, as one participant suggested women who “bang on the table” are ultimately not successful – so, there exists a double standard in leadership for women and the message is clear: women ought not to be fierce, but they ought not to be doormats either. In this case, it is important to have a gender analysis in terms of the leadership realities for women that are so subtle undocumented issues like this can be discussed, addressed and shared via a healthy networking and mentorship initiative in the organization.

### ***Behavioural Insights***

Fourth, some participants described their leadership style in terms of organizational behavioural insights. There are number of behavioral insight tools that have gained traction over the last decade and have helped to identify leadership style and communicative processes that connect to self-awareness in leadership style. The “Colours” Insights tool<sup>4</sup> is widely used to identify leadership attributes that describe how a person shows up in a leadership and communicative capacity. When using the tool, a person with a yellow leadership profile for example is usually classified as social, dynamic, enthusiastic and persuasive. By extension, communicating with a yellow leadership style would be accommodating of a people-oriented process that is collaborative and engaged. By contrast, a person with a red leadership profile is usually described as assertive, efficient and results-oriented, purposeful, competitive, demanding and strong-willed. A person who leads with red typically prefers to see results through a linear and efficient communicative exchange and a “no fluff” approach. To be clear, the colour blue usually describes a person who is details-focused and analytical, formal, cautious, precise and deliberate. A person who is green is empathic, caring, sharing, patient and relaxed. Tools such as Insights for leadership self-awareness have been used across government to build a foundation for skilled leadership, teamwork and communication, and enhancing productivity in inspired, self-reflective progress. Of the total 35 participants, women who described their leadership in terms of a behavioural insights paradigm said:

*P26: “I am yellow and red, low blue and green. I need to surround myself with others who are blue and green. I am collaborative but not empathic. I want to get stuff done but I have learned that I can’t be that way. Four or five years ago I was way over to the masculine end of the spectrum.”*

*P30: “I am a red, get it done kind of girl. I have some green, some blue and much less yellow. This is a unique profile.”*

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<sup>4</sup> Behavioural Insights. Insights Discovery: <https://www.insights.com/ca/products/insights-discovery/>.

P30: *"...[I am] participatory, assertive and directive in a crunch time. I believe success is collective. I am people focused, not fussed about creating silos. I delegate and trust my staff to deliver. I am open, transparent, approachable, red and green with much less yellow. This is unique. I look for the pieces I don't have when I build my team so I probably stand out because of that."*

Participants who acknowledged their colours profile are perhaps more comfortable with a behavioural lens for describing their leadership rather than a gendered one. Some participants acknowledged the interchangeability of the two paradigms – red character traits equating to extreme masculinist tendencies and green equating to femininist ones, while blue and yellow lean masculinist and femininist respectively. This is significant in terms of bridging to a gender analysis, which in turns helps frame leadership distinctively for understanding leadership impacts that affect women and men differently.

### ***Introversion-Extroversion***

A fifth common descriptive reference for women in terms of their leadership style is how they show up on the introversion-extroversion scale. Two participants spoke to these functions of their personality type when asked to describe their leadership style. In fact, these participants identified distinctions between each personality type in terms of communicative and leadership cultural reward. Extroverts for example, are described as reaping leadership benefit from an organizational culture that values the optics of results – an extrovert's presence is prominent and visible. Introverts by contrast are described as overlooked in communication and potentially perceived as less effective in their quiet, downplayed nature.

P2: *"I am different than most of my colleagues – I am extroverted, communicative, feeling and I empower people. I am interpersonally connective, verbal and default to action."*

P14: *"I am relatively informal and driven by one-on-one relationships because I am very introverted, and I struggle in a large group. My leadership style has always been based on building connections and leading by example. Sometimes I think I am too casual and that briefing me is not the same as briefing another ADM. I encourage people to come prepared regardless."*

Introversion and extroversion as personality constructs are discussed below where participants identified problems in gendered leadership enveloping the impact, particularly for introverted people. For example, participants suggest quiet women are often seen as less effective while quiet men are seen as intelligent and strategic. More on that below as mentioned but, in this case, women speak to their personality type as a measure of success embedded in their leadership style. Again, the leadership cohort would benefit from building a discourse that helps in the articulation of the gendered nuances that are exposed in this kind of analysis.

### **Results Orientation**

The sixth descriptive leadership term referenced in the data is results-orientation. Three participants described their leadership in terms of what they deliver. The emphasis on results is significant however, because a distinction can be made between leaders who focus on results through collaboration and leaders who focus on results *at all costs*. All participants who described their leadership in terms of results also noted this distinction. The distinction is especially important with respect to the “what we achieve” versus the “how we achieve it” deliverable. To that end, it’s important to identify the cultural oversight that has come of this distinction in the context of leadership style. Participants acknowledged they are results-oriented but also mindful of how results are being achieved and the impact of leadership processes that are heavily weighted in a results focus.

*P22: “I am collaborative but clear. I hold people accountable and I am clear in my expectations. I let people have the space to do their work but provide support and remove the roadblocks. I am accessible, approachable but have high expectations. I want people to perform. I am fairly demanding but accommodating of work and life. I have people around me who are more collaborative and then others who are very much results driven. Other colleagues meddle in the details, and some are hands-off. I try to find a balance – but we also have to get stuff done.”*

*P23: “I am high functioning and results-focused, but I was developed by necessity. I have a very hands off, collaborate, delegatory, iterative, approach.”*

*P24: “People would tell you I empower others, set the direction and delegate ruthlessly. People think I am unapproachable. I am a nice person, but I have to get stuff done. I chase the ball a bit harder than others. I get stuff done. I am a think tank. I work hard, long hours. I get moved to places for a reason and usually things aren’t going well. I quietly go about my business. I am low key.”*

Women who are results-oriented tend to justify their leadership style with a leadership value on the other side of masculine-feminine continuum. They say things like, “I expect performance but I’m also a nice person” as if this is a unique co-existence. In terms of a gender analysis – it is worth questioning whether male leaders feel the need to justify their behavior in either direction. Is it common for men in leadership to say, “I am demanding but only because I have to be” or “let’s focus on the results but first how are you feeling today?” Women who are results-oriented are sociologically pigeon-holed into dragging a disclaimer behind them as they enter into a leadership space filled with people who have gendered expectations of how they show up.

### **Theoretical Foundation**

Seventh, one participant described themselves as leading from a space of theoretical foundation. For example, when asked to describe herself in a leadership context she indicated that she acknowledged herself as a servant to others – being others-oriented and entirely dedicated to helping people. In the end, she made an important point about leadership style and quality:

*P25: “I subscribe to the theoretical foundation of servant leadership. I am not hierarchical. I serve my team. I am collaborative and of service to others. How I show up as a human and be a good human in the world is important to me. I have met a number of people who are the same as me but the interesting thing about the Public Service is that there isn’t one style of leadership and I don’t think there should be. Style of leadership doesn’t necessarily equate to quality of leadership.”*

For this participant, being of service to others was linked to being a good person in the world. Her focus on being good to others, on what she can bring to a relationship was so important, she ascribed her entire leadership style to this theoretical foundation. In terms of gender roles in society, this is a common space for women and especially for those with children. In fact, in conversation with many participants women suggested that having children deeply shaped their leadership style in terms of the functions that support helping others, being empathic, compassionate, vulnerable and authentic, and understanding of the holistic leadership package and value of people in diverse work-life spaces. It is suggested the public service would benefit from a conversation around making space for women’s unique experiences and the value they bring to the organization in that context.

### **Hierarchy**

Hierarchy was also a significant theme among participants, occupying the eighth descriptive leadership function. Three participants described their leadership style in terms of the significance of hierarchy. More importantly, each participant noted they are not hierarchical, referencing their strategic objective in flattening the organization with a goal to work collaboratively, diversely understanding and embracing the perspectives of others and creating an environment of support to help people grow.

*P7: “I am engaged and not hierarchical. I don’t expect to know all the answers. I am Type A. I like to talk things through and work with others. I work well with colleagues. I know how to play well with others.”*

*P18: “I am empowering. I don’t work in a hierarchy. I delegate significant responsibilities to the roles. It’s easier for me to change my style than to constantly ask people to change. I am interested in how people achieve results. I am not invested in how to do their work. I am transformational: I help people who work for me to grow to their fullest potential. I tend to be less directive than other leaders.”*

P11: *"I don't like the 'you need to respect it because the ADM said so.' Be respectful because I am a person. I have an open door. Everyone participates. I think I am way more of an open book than other executives are."*

For many women in leadership a hierarchical structure imposes limitations on relationship-building. For this reason, participants indicate they are not hierarchical, but rather they are accessible and respectful and open to non-standard innovative approaches to obtain results outside of traditional operational frameworks. For women who lead in a traditionally hierarchical organization, this can be challenging. The natural resource sector for example has been identified as such an organization: male-dominated at the leadership ranks and hierarchical, some leading women from the natural resource sector have indicated they find it difficult to function as woman with a collaborative and engaged leadership style in an environment where men make the decisions behind a closed-door at the very top of the organization. Participants have also acknowledged there are many modern men in leadership who have left the organization because they struggled to fit into the leadership culture of those ministries.

### ***Trust and Information-sharing***

As a ninth reference, trust and information sharing were also commonly used terms when participants were asked to describe their leadership style. This is an intriguing theme that emerged in terms of embracing an openness to building trusting relationships with colleagues across government for the purpose of sharing information, benefitting from reciprocity and building a "we are all in the business of good governance together" mentality. It has been suggested that in heavily hierarchical organizations, there is a tendency to "hoard information" shrouded in confidentiality. Participants who spoke to their leadership style in terms of sharing information have an objective to break down cultural and information silos that tend to accompany organizations that have a history of hierarchy and conservatism in policy and process. Some participants suggest barriers like this help perpetuate organizational and communicative inefficiencies:

P17: *"I create a lot of room as a leader. I am collaborative and build trust. I always say, 'leadership at the speed of trust.' I don't see it as delegation. Instead, people are leading the pieces they own. I don't think I stand out as much as I used to, but I hear from staff that I work differently. I don't hoard information and work. I share work and material early for input and for shaping."*

P23: *"I don't have a big budget so the only capital I have is my relationships with people. I am always thinking about my relationships with people in terms of reciprocity. How can I build relationships with people? You couldn't be successful doing this if you weren't open. "*

Again, hierarchy is called into question in the context of sharing information but so too is the tendency for government to be risk-adverse. For women who are collaborative in terms of achieving results, sharing information is fundamental to their operation. Arguably, traditional hierarchical organizational structures and information silos - those based in the functions of patriarchy and colonialism - limit women's agency in leadership this way. The public service would benefit from applying a gendered lens to the organizational constructs that impose barriers to women in leadership and progress.

### **Communication**

And finally, the last common reference participants made when describing their leadership style is related to how they used communication as a tool. Specifically, communication is an important function of leadership as identified by two participants who suggested their communicative style or background sets them apart from their colleagues:

*P11: "I think I am very different than my colleagues because I have a communications background. I am tolerant in a lot of cases, but I do call people out on stuff a lot."*

*P1: "I am easy-going and intuitive and engaged. I focus on team building. I can be blunt and deliberate. I have a sense of humour."*

Women who reference their leadership style in terms of how they communicate tend to acknowledge how they are different from others, particularly other women. These participants note they are unique in their capacity to call people out or to be blunt. This is significant because it typically stands out as uncharacteristic of what it means to be a woman. As was suggested above, some women struggle to be stereotypically masculinist in their approach to disrespectful communication. For women whose leadership is defined by their capacity to call people out, they acknowledge it as a unique trait. Again, the public service would benefit from establishing a discourse around the nuances of gendered communication in leadership and women's capacity to be assertive in those circumstances.

To summarize, the key components in describing leadership style for women in the BC Public Service are as follows: collaboration, emotive expectation, gendered continuum, behavioural insights, introversion versus extroversion, results-orientation, theoretical foundation, hierarchy, trust and information sharing, and communication. In each concept, there exists an opportunity to talk about how a gender analysis changes the realities for women in leadership in a variety of complex circumstances. A lack of a common language for gender analysis within the organization suggests women's collective knowledge of gendered leadership is vague but significant. This is not surprising given the relatively new platform for gender equity in the BC Public Service. To that end, women in the BC Public Service describe who they are as leaders in ways that call for a

conversation about how a gender analysis is critical to building a discourse for progressive leadership going forward.

## **2. Perspective of the Existence of Gendered Leadership**

Just as the participants' description of their leadership style sets up a foundation for understanding the unique issues women face as leaders in the public service, so too does understanding the consensus among participants as to whether they believe the concept of gendered leadership is an appropriate construct in modern public service organizations. This foundational data is critical to the study because it clarifies how many women in the sample actually had a gender analysis with respect to the BC Public Service leadership cohort. To that end, participants were asked to talk about their perspective of the existence of gendered leadership. The data indicate there are four perspectives to gendered leadership: gendered leadership exists, gendered leadership is shifting, the terms of reference are problematic, and gendered leadership does not exist or it is impossible to determine if it does. Many participants agreed with the idea that leadership can be described using the concepts of masculine and feminine – that is, they indeed had a gender analysis. However, a significant proportion of participants suggested a gendered distinction is shifting in a modern world and that it is perhaps less relevant than it once was. Still others indicated they believe while there is indeed a distinction between traditionally masculine and feminine attributes, they suggest the terms of reference are no longer appropriate and need to be conceptualized differently. Finally, some women do not believe there is a gendered distinction in leadership and/or it is impossible to define.

### ***Participants who believe gendered leadership exists***

Among the women who participated in the study, fifteen women indicated they believe leadership is indeed gendered. In fact, it has been suggested that gender is so embedded in the leadership culture of the public service that it has woven its way into the fabric of organizational cultural normalcy.

*P6: "There is an unconscious bias that women are not aware of to say they have not been held back because they are a woman. It is so normalized that they don't even recognize it. We don't pay attention to it. Everybody notices if a female gets recognized, but nobody notices if it's a male because it is so commonplace."*

*P11: "In Communications there is a male/female dynamic for sure. The Boys Club is ridiculous there. There is a Boys Club in this ministry too. I don't fit in, but I have stopped trying."*

*P4: "Men are less communicative and collaborative. Women communicate and collaborate. Female leaders are strong in the Premier's Office but exhibit a classic male leadership"*

*style. Women don't always bring their voice to the table – they hold back and look for natural pauses in the dialogue. Men own the room. They have a louder voice. Women have a sixth sense about how others are feeling. Men don't critically self-reflect."*

*P5: "Men are more concerned with status pieces and job title but these qualities over time are more and more applicable to both male and female. Men can be more command and control depending on the topic and if they are invested in it. Men are less likely to talk about personal things while women talk about kids and family. Men aren't interested in the personal aspects of the lives of others or their own."*

*P6: "There are traits that cut across gender. My style as a leader wouldn't be the same if I wasn't where I am. But I do better working for men and when I have men working for me. It aligns with how I operate – an Iron Lady. I have quirks and a solid practicality in a way that women sometimes don't."*

*P23: "I think there is a perception of what it is supposed to be. I have met women who have stereotypical male leadership styles that come from somewhere, but I don't know where it ends and where it begins. I think yes and no, there is a distinction. Females are encouraged not to behave in a certain way. I think a lot of this is in the translation. We tend to display something, and men are seen as ambitious and women are seen as bitchy. Women at the executive table who are "feminine" are seen as too soft or not seasoned."*

*P25: "Male versus female is not black and white and gender identity is a continuum. I don't want to generalize but the men that I work for – there is a kind of verbal commitment to the idea of work-life balance, but I would say consistently there is not a real desire to openly talk about themselves as a whole person. Whereas I have found with females, I can show up with my whole self. I may be more guarded with men. I think it is different to be a dad in the workplace and a mom in the workplace. There are still a lot of women that show up for work and don't have a true partnership and are still doing most of the household work. We all bring our own lived experiences. For working moms, it is harder. The expectations are just as much and there isn't always the same acknowledgement for what happens at home."*

*P27: "Yes, there is a difference. But there is also a different response to male and female leaders."*

*P28: "I see a difference. With male leadership there is no drama, mean girl, high school stuff. The culture is great. There is no hidden agenda. You don't have to worry or know or hear of this other thing that you can't really describe or articulate. I would say there is a difference absolutely. Drama is associated with females. I am definitely fine with the concepts of masculine and feminine leadership especially having worked across sectors. I do think there is more of a masculine leadership style that is no fuss, no drama, no badmouthing people behind backs. I don't think I have ever had a male boss who has done that, and I don't think I have ever had a female boss who hasn't."*

P15: *"I think a male environment and a female environment are so very different. There are different approaches in the environment I operate in. When men are getting rude and crude and offside, they get personal with each other. Women do not get personal with each other. Women don't speak their mind and you often don't know or understand the issues. Men are more direct by miles. I am like that too, so I sometimes question whether I am a woman. Men are also more conflict averse. Men can't handle women who cry."*

P16: *"Women are more collaborative. Men are more directive. But I have had male bosses with great EQ."*

P18: *"In my experience there tends to be a more hierarchical approach to leadership by males. The way in which we train leaders is based on male models. All examples of leaders are male. Yet, today most women coming up in the system have learned from me. There are different leadership styles that are effective in many different situations. My visual on it is that you have a range of attributes."*

P2: *"There are notable examples of classic masculine leadership. Some men are 'pink men' – they are in tune to not being jerks. This is a French expression that translates to modern leadership. There's been a generational shift. The Deputy Minister table has shared burdens and values, but women have more of that than men. Colleagues who are moms carry a disproportionate weight at home, so kids are a bigger burden for women in leadership. There are no female Deputies on the dirt side of government. This is not a snapshot. It's systemic."*

P24: *"Men and women are different. Leadership is individual – however you identify yourself. What I have observed is that women pay attention to detail and people. Men pay attention to how they are coming across. Women psychologically prepare their staff and men go in less prepared. Women get to know their people. Generally, I hate doing the men/women thing because people are just different. I think men talk more and women do more. The best male leaders usually have the best women behind them. I think women work harder than men."*

P30: *"There is a distinction – masculine leadership can come off as much more assertive and feminine leadership as more collaborative. Masculine leadership is 'get the job done at all costs', not worried about the relationship or implications. While feminine leadership is focused on the relationship piece. Masculine leadership is linear, assertive, aggressive and happens all over the place with female leaders."*

P14: *"There is a distinction between masculine and feminine leadership. Female leaders have a better understanding of the bigger picture of life. Men are more practical, less knowledgeable of people's periphery lives so the relationships are different. I have been aware of dynamics where women are more passive aggressive, and they hold onto issues longer. They will go behind people's backs, whereas men are more direct with their aggressiveness and less empathic or sensitive to the full scope of life."*

Women with a clear gender analysis comprise close to half of the total participants. This is fairly significant in terms of the differences these participants observe in the characteristics of masculine and feminine leadership. It's important to point out many participants did not distinguish between sex and gender in their analysis. Rather, their analysis was based in how they generally observed male leaders as distinct from female leaders. It's important to add most participants acknowledged the stereotypical, and generalist perspective they had when describing the characteristics of male and female leadership. Many participants indicated they know many men who have classic feminist leadership qualities just as they know women who lead in a traditionally masculinist way. That said, there are plenty of women in leadership in the BC Public Service who recognize and can articulate differences between men and women who lead. In terms of the differences themselves, participants with a gender analysis indicated men and women are very different in the way they communicate and, in their interest to be collaborative and/or directive, in the degree to which they are open and personally vulnerable, in access to the Boys Club, in conflict and in emotive expectation and comfort around women who cry, and in the portfolios men and women seek in leadership. Women with a gender analysis also suggest there is an unconscious bias that women are not aware of to say they have not been held back because of their gender. This is important because it questions the perspectives of those who have indicated they don't believe gender is relevant with respect to leadership in the BC Public Service.

### ***Participants who believe gendered leadership is shifting***

During interviews, there were a number of participants who sat quietly for a moment to ponder the question of whether they believed the concept of masculine and feminine leadership is an appropriate construct today. Some women concluded there is indeed a distinction in style and although it may be based in a patriarchal foundation, it simply cannot be defined as gendered in a modern public service organizational environment. Instead, the participant's feelings around gendered leadership is that the terms are shifting.

*P7: "Masculine and feminine leadership is not relevant anymore. I was out of the paid workforce for ten years, so I have a very different experience than men. Men lead from a place of expertise they bring. Whereas I work to bring the expertise from others. Ministries used to be fiefdoms, but the expectation now is that we are one team and not operating in silos. The shift has been significant. We are products of our environment with more emphasis on effective leadership."*

*P17: "I think people have masculine and feminine attributes, so it would make sense that leadership qualities would flow from that. I see leadership coming from how I parent."*

*P19: "I think there is a distinction – less now than before. I came up through the ranks in government and my history is with the social ministries which are overwhelmingly female, but all*

*the leadership was male. It's not like that anymore – where all the advancement opportunities go to men. It depends on the person – there are lots of feminine-oriented men who understand how to lead a diverse team. I have a hard time separating out the gender and the ministry because it is so sector-based.”*

P13: *“I agree there is a distinction between masculine and feminine leadership. I have worked in both female dominant and male dominant environments. For a series of reasons there was a very high proportion of men across and I found at that point the style of leadership was more directive. As time progressed this has changed. If the corporate culture has roots in a male dominated industry such as fire suppression, with a military base it is very directive, and that leadership style has permeated. Later we emphasized personal leadership, so changes have occurred. Lately, I think it is more appropriate to say ‘modern’ versus ‘traditional’ leadership.”*

It is important to point out participants with a perspective that gendered leadership is shifting often come from a place of identifying a dichotomous distinction that has a basis in masculine and feminine leadership. As a result, their analysis has a foundation in gender and in traditional gender roles they argue are shifting. These participants suggest although women and men are distinct in leadership, limitations in terms of gender roles themselves have vastly changed over time. As such, women’s agency in leadership is much more unfettered in this context. For the sake of applying a critical lens, many women have uncovered pervasive gendered limitations that continue to disproportionately impact women. This is especially true with respect to work-life balance, familial burden and domesticity, communicative and physical distinctions in executive presence, systemic processes that perpetuate male-domination in leadership in certain sectors, pay inequity and unequal access to processes for salary negotiation in leadership, male advantage in organizational culture and many other understated, interpersonal subtleties that negate women’s agency in leadership roles.

***Participants who believe “masculine” and “feminine” terms of reference are problematic***

Over the course of the study many women struggled with the concepts of masculine and feminine leadership. While they were perhaps able to recognize the existence of a distinction, they were uncomfortable giving the distinction a gendered lens, arguing gender is not necessarily the only way or even the appropriate way to perceive and articulate the difference. Some women offered experiences of working with males and females with feminine and masculine leadership attributes respectively as evidence that gender does not apply. It is really important to note again in this context that sex and gender are not mutually exclusive. A woman can lead in a masculine way as easily as a man can lead in a feminine way. Still, several participants believed the use of “masculine” and “feminine” are problematic terms of reference.

P9: *“I have worked with more unpleasant and demanding women than men, but I don’t think it is correct to type a person “masculine” or “feminine” – I have experience working with*

*men where there is no catty, underhanded gossip. There is a significant difference, but I have had male bosses who are collaborative and women who are bullies, driven and disrespectful.”*

P12: *“The men I work with are the ones who are interested in working collaboratively. It’s more about an attribute rather than male or female.”*

P21: *“It’s not terms that I would normally use. You can go to those places of stereotypical gendered leadership, but I don’t use those terms. I think there is all kinds of greyness. Sometimes you have to flip your style especially in a particular circumstance. For example, when I am directive I am very transparent, and I explain why. There are times and places for stereotypical masculine leadership. You have to be able to adapt your style and that’s the mark of a good leader. You have to be able to do that.”*

P3: *“I like the concept of traditional and modern leadership.”*

P11: *“Modern versus colonized.”*

P29: *“I would say it’s more of a time thing. There are tendencies of masculine and feminine leadership, but I would say it’s more of a traditional and modern leadership. I see I am different from my male colleagues, especially in how I think downstream and do something about it.”*

P10: *“I see it as a modern vs. non-modern dichotomy. I seek out doing interesting work with good people. Creating that dichotomy almost creates sexism. Two types of women are successful: the one who is a man in a man’s world and the other is the authentic leader who has richness and realness outside of their work. She is people-focused, direct and kind. When I work with this person and make a mistake, we are in it together. The sense of team is strong.”*

### **Participants who believe gendered leadership does not exist or are unable to comment**

Two participants opposed or felt unequipped to comment on the concept of gendered leadership. One participant believed it’s just not relevant:

P22: *“I would say I don’t believe in this – not in the public service. I have not reported to many men during my time, so I haven’t had a lot of exposure to a male leadership style. I can also think of three women who would personify male leadership. I don’t see it that way. This is a false distinction when we are getting genders on both sides of the spectrum. I don’t think women are forced to lead in any one style to be successful in leadership. I am very decisive, abrupt, strong-headed. That’s who I am. I am not being socially coerced to be that way to fit a mold of leadership success.”*

The other participant indicated she believed it is impossible to determine if gendered leadership exists:

P20: *“I don’t know if we have created the opportunity to find out if there is a distinction. Successful women have learned to function in the environment they thrived in. Canadians don’t have revolutions. We compromise. We have done that here. I don’t know what it would be like if we had women leading from a feminist lens. Some industries are male dominated but most women in those industries don’t recognize it as a problem. Women in leadership don’t have a story about the barriers. I don’t have a story here. It’s too overwhelming. Canada doesn’t show up very well for women. If you compare us to the Scandinavian countries, we aren’t doing very well. I have been in a male dominated sector for 30 years. When I was a junior I wasn’t a threat so women in that situation do well. Now that I am in a senior position, I have a power base. So, I do well here.”*

This is a starting point. With an understanding of how the data show women describe their leadership in the organization, and their perspective of the existence of gendered leadership itself, it is possible to frame the problem for women who lead in the context of gender in the BC Public Service. Going forward, it is important to understand how problems for women in leadership land within the context of these two foundational pieces. To clarify, the data indicate women have a complex understanding of their leadership and under a gendered lens it is possible to define the challenges women face uniquely in that context. Women who lead also typically have a gender analysis, although there are variations in terms of the depth of analysis with respect to gender. An established network and mentorship initiative will help solidify a discourse for progressive leadership based in a collective language for articulating gender nuances in leadership that uniquely impact women.

### **3. Naming the Problem**

There are 13 areas where problems with respect to women in leadership have been identified in the data. They are: system, conflict, leadership culture reward, informal discrimination and abuse, leadership gender continuum (LGC), introversion versus extroversion, female-to-female support, advice to women, emotion, family, male advantage and physical appearance. In terms of systemic problems, the data were broken down further to make a distinction between social systems and organizational systems. Social systems include patriarchy and colonialism, family, the Boys Club and cultural discourse. Organizational systems include performance management, budget, entrenched culture, subject matter expertise and the political-administrative divide. In terms of conflict, the data were broken down to include conflict that is power-based, male-based, female-based and those analyses that were considered gender neutral or related to conflicts that cut across gender. The leadership culture reward paradigm refers to the Gendered Hierarchy of Leadership Success (GHLS) whereby participants were asked to identify which of the following groups were more successful: 1) men who lead in a masculine way (MM); 2) men who lead in a feminine way (FM); 3) women who lead in a masculine way (MF); and 4) women who lead in a feminine way (FF). Participants within this analytical paradigm were also given the opportunity

to indicate whether they felt the GHLS was relevant or whether they had an analysis as to the relevancy of the hierarchy. In terms of the LGC, participants were given the opportunity to talk about whether they believe collective leadership across the public service tends to lean one way or another on the LGC. Participants were also given an opportunity to indicate whether they believe the LGC is relevant in the BC Public Service. With respect to advice to women, data were broken into four key areas of advice by leading women to other leading women: communication, self-talk/confidence and impostor syndrome, authenticity, and leadership tools.

### ***Systemic: Social***

Problems that are socially systemic in nature are those that impose broad systemic categorical barriers and limitations on women's agency in organizational leadership. Under the umbrella of social system issues are four socially derived systems of limitation that indicate key areas for improvement: Patriarchy and colonialism, family, the Boys Club and cultural discourse. First, there are social structures and systems of arrangement based in a patriarchal foundation and colonialism that permeate every public institution we operate in. If humans are like a colony of ants, we operate in a centuries-old structure with blinders as to the grains of sand that are barriers to innovative progress and development. For women, this is particularly problematic – as an imposition of limitation to advancement – because it is homogeneously flawed and monotone in its spectrum of diversification. It was built for one kind - the kind that reaps the benefit of a distinction between public and private life. If you have a home with children, for example - you must find an alternate route inside the structure. And because of the nature of society chances are you are female and getting inside won't be easy for you. This is gender dichotomy in action. It's also where there lacks a discourse as to the value of private life or the leadership gains of family-oriented experiences on the organization as a whole. In this context, the grains of sand won't shift to accommodate familial burden on women in leadership, at least not without challenge. The grains of sand will not shift to accommodate the impact of pay inequity or the necessity for work-life balance. The traditional structure will also not shift to accommodate the communicative nuances of women or unique interpersonal relational approaches in business processes and partnership. The grains will not shift to accommodate the impacts of 'othering' those who settle outside of the scope of the dominant leadership framework. These are systems of entrenched social operation that are woven so deeply, we simply adapt to them as status quo. To the philosophically astute this is an endless obvious oppression. The leaders who benefit are undoubtedly those who built them. And in those circumstances, women linger and push back and endure and find new paths and strategically redefine their next move when giant systemic grains of sand roll thunderously in their path like a scene from Indiana Jones. And then there are the othered-othered women: the women of extended exclusion with non-dominant social traits and fewer resources of social capital. These are the women with non-homogenous visible physical distinctions – the most othered, the most

marginalized, the most excluded, the most misunderstood and facing the biggest barriers to navigating the colony. One exceptionally thoughtful participant illustrated it best when she said:

P1: *“Recognizing the concept of colonialism and the power dynamic we put around the systems we operate in is paramount. We have a definition of what success looks like based on an archetype build by a white man in 1803. As such intersectional issues arise – we all carry this inherent need to ‘other’ and we need to challenge it in the acknowledgement that diversity can bring strength to the Public Service.”*

**Theme 1: Build a discourse for gender analysis through greater exposure and education into systems of power that operate among us via the Leadership Network Initiative.**

Secondly, women continue to be disproportionately affected by the burden of domesticity and as one participant indicated while the public service is purposeful in trying to balance gender representation relative to others, the barriers are still pervasive.

P25: *“There are a number of legitimate barriers that logistically make it hard to ensure adequate representation. When I chose to have children, for nine months I wasn’t at my best. Then I left for maternity leave, and so my ability to progress and advance was different than men. I don’t know that we actually value what a woman might bring to the organization after experiencing kids and home. We have a responsibility to acknowledge the barriers and remove them. I think we still have senior leaders that are 30 years in, have traditional views and haven’t evolved. At the end of the day, we have more male-like traits in senior ranks – inherent biases and other complexities.”*

She continued to describe her experience:

P25: *“When I first came into the public service, I worked for a female supervisor and became pregnant. My female leader limited what she thought I could do while I was pregnant. She was forceful of taking timing off, she made comments about baby brain. She didn’t have kids. After my maternity leave ended, I came back but stayed less than a year because I didn’t want to be a part of that culture.”*

And her comments on maternity leave policy are critical:

P25: *“Policy around maternity leave is drafted in such a way that it doesn’t give women agency. A lot of people come with their preconceived ideas and biases. When I came back after having my baby, I had conversations with my supervisor about working at 80%. It was a nice offer*

*but there was no operational plan put into place and so I had to do 5 days of work in four days with a pay cut. There was a complete lack of understanding and no real interest in discussing it because of budget pressures. I felt it was manipulative.”*

**Theme 2: Revisit and redefine parental leave practices and policies that impact women via GBA+ for internal policy and procedure.**

Thirdly, it is pervasive: an entrenched culture of masculinity is everywhere in the Public Service, and highly concentrated in the natural resource sector. The Boys Club is embedded in leadership practice and interaction. It is also represented in numbers in terms of who advances and in which roles. Seven participants identified issues related to the Boys Club as entrenched in the organization and problematic. Notably, the number of women in public service leadership is increasing across, with the exception of the natural resource sector. We also have women occupying roles in some sectors that have been traditionally occupied by men. But as one participant argued, increasing female presence in executive ranks does not encapsulate the full scope of male advantage in the organization:

*P23: “The idea that an increasing number of female executives means we don't have a problem is a terrible metric. At what personal cost to your day-to-day work-life? What route did you have to take? I get these projects because nobody else wants to do them. My opportunity comes because it isn't seen as rewarding. Nobody wants to work on this. I know a number of women who have clearly achieved but they don't get given the shiny thing. The projects are often emotionally charged, highly political but not seen as rewarding to your career. Women wait in these low-profile roles and don't get credit, they don't get promoted. Where do you put someone like that? I know more women in those types of roles than men. You have to be strategic. You have to put your hand up – and everything you do lands with a dull thud. My success is that I actively put my hand up and make a space for myself. People don't think about me. I have to think about myself.”*

Another participant suggests:

*P9: “I think there are still men more men around in executive ranks than women. Why isn't that changing? I think there are an incredible number of blinders that people have when they are in a position to recommend people for roles – men are put forward. A Gender Equity Office is a good start, but it isn't immersed in our culture. Corporately, I see more men given plum jobs and star assignments.”*

Some sectors are particularly problematic with respect to male-domination in gender representation and culture:

P10: *“Previously I had been reporting to a woman in a traditionally male-dominated sector. Today, at the ADM level there is only one woman and I have noticed more modern leaders that are men have left. My observation is that those who have reached higher ranks have come through the ranks. I have to rely on workarounds like getting to know people on the phone first before meeting in person. There is a Boys Club.”*

P2: *“There are no female Deputies on the dirt side of government. It’s not a snapshot. It’s systemic.”*

P13: *“Young women are pigeon-holed in positions that don’t gain them experience like some of the men. Men do a better job of informal networks. The good men network with other women but it is less likely than to network with other men. It is a lot of who you know and how you are connected to the core people. It is a lot of self-promotion and less about history of performance. It is less merit based – the senior levels are more random, and people are selected and not competed. I have experience with a man who said he was occupying an ‘eating his spinach’ position. He didn’t want to be there. He stayed for less than a year and raised his profile. The Centre (PSA, TB, Cab Op) leads by example, so if the Centre has a strong merit base then so does the rest of government. Alternatively, if it’s more about what you feel and who you know then it goes that way.”*

P23: *“ADMs who are responsible for corrections are operating in a male-dominated environment. I don’t think they put it on, it has become a way of being in a space with people.”*

**Theme 3: Uncover and restructure dominant culture and executive niches through gender-balanced portfolio reassignment and/or disrupting homogenous gender concentrated sectors, ministries and industries, with a focus on shifting to modern and progressive work-life practices in the leadership cohort. This extends to calling in cultural discrimination that is perpetuated by the Boys Club. This is a topic for the Leadership Network Initiative.**

Fourth, cultural discourse around gender in government is a social institution that has been woven into the unconscious biases of language across sectors. Women in leadership have indicated there is a language system that functions as a tool for navigating the barriers to leadership success. This is in part related to the leadership culture reward associated with gender and the tendency for leadership and communicative processes to favour masculine leadership styles. A command and control style embodied by some female leaders in the organization for example, can be construed as a strategy for women to adapt in a larger social system based in a

patriarchal, colonialist framework that has vertical, non-relational, results-focused characteristics. Other participants suggest their female colleagues are more likely to find ways to work around gendered barriers, describing observations of how to access comfort zones and strategies to avoid feeling uncomfortable in their position. Four participants indicated issues related to cultural discourse for women arise in the organization.

P9: *"I have watched women maneuvering to get things done rather than being direct."*

P25: *"Bureaucracy espouses more command and control. And yes, it still exists. It is frowned upon in some cases because if you hire brilliant people, why tell them what to do? You have to be careful of the command and control aspect – the system itself is something you have to put a lot of thought into to make sure people are not suffocated by that."*

P16: *"I find women to be more open and engaged in personal conversation. It's easier to build relationships with other women. I haven't gotten comfortable with other men. It might be me, but I feel more comfortable approaching another woman. Men are very cautious now with the Me Too movement and trying to stay carefully in the box. Women are more willing to be authentic."*

P16: *"We don't want women to be like men. Women need to know when to be up front – that conversation is very hard for women. It takes courage to approach a person in a position of seniority."*

One participant suggested an interpersonal network and discourse among women has diminished and that there are barriers to women's access to each other for connecting and learning:

P18: *"There is less of an interpersonal network among women in leadership now than there was ten years ago. And it is exclusive. The smaller the group the more difficult it is to not become a clique."*

**Theme 4: Build an inclusive network (Leadership Network Initiative) to expose cultural biases through nuanced dedicated training at the senior leadership level that extends to building the courage to speak up, be authentic and call in toxic verbal and non-verbal language. Make it innovative.**

### ***Systemic: Organizational***

Under the umbrella of system level problems, there are also issues that are organizationally systemic in nature and impose categorical barriers to and limitations on women's agency in organizational leadership. As noted previously, there are five key areas for improvement with respect to organizational issues: Performance management, budget, entrenched culture, subject matter expertise and political-administrative divide. First, performance management issues stem from a system level dysfunction that prevents transparency with respect to how leaders lead and manage both up and down in the organization. To be clear, performance management has to do with a leader's ability to successfully deliver results in a way that empowers and builds trust and consensus through respectful leadership practices. Two participants recognized the need for improved performance management systems across government:

*P30: "How can we bring the "how" you get things done into the performance management side of things? One of the trickies is that when we talk about performance management, that's your boss giving you feedback. When we have a masculine style of leadership and you are able to manage up well, you are going to be successful. But meanwhile you may have staff that are miserable or hurting. So, the problem with the system is that some of this behavior goes unseen."*

*P30: "There is no visibility into how effective bullies are getting things done – we need 360 reviews."*

*P4: "How you are successful as an Executive Director may not be how you are successful as an Assistant Deputy Minister; WES scores are not related to compensation and it is not rewarded. There is still more focus on the what, not the how."*

## **Theme 5: Improve meaningful accountability in 360 performance reviews via GBA+ for internal policy and procedure.**

Secondly, two participants indicated the importance of budget in terms of the degree to which influence is paramount. Small ministries have small budgets and as a result, a command and control style does not work where relationships are fundamental to achieving results in the context of "doing more with less." In terms of the LCR, this is significant given the perception is that leadership focused on relational nuances or a style that is too centred on being collaborative and bringing people along, instead of directive, assertive and results-driven is less rewarded. The suggestion therefore is that women, largely concentrated in ministries with limited resources have their hands tied by systemic processes and are unrewarded because their leadership relies

on less favourable approaches to achieve results. Where there are large budgets, results are critical, relationships take a back seat and more men and/or masculine leadership styles are rewarded.

P21: *“Budget equates to the degree to which influence is paramount – small Ministries have small budgets and a command and control style wouldn’t work. You have to build relationships and lead through influence where you don’t have direct control over the things you need to be successful. You need to work across government and agreements need support, not resistance. Leadership style is therefore influenced by the nature of the work. When the work is operational, it is more command and control. I think there are probably large capital areas like transportation that tend to manage for results and rely on command and control leadership in those circumstances. But given how much intersection there is between the work of government I can’t think of many places where command and control is effective. If you charge ahead without paying attention to impacts where you don’t have positional authority to manage stuff you have to have some relational influence. Maybe wild fire, emergency management – needs command and control.”*

P23: *“I don’t have a budget so the only capital I have is my relationships with people. I am always thinking about my relationships with people in terms of reciprocity. How can I build relationships with people? You couldn’t be successful doing this if you weren’t open. But that also opens you up to criticism. I don’t include something if it doesn’t have integrity. It takes “a decade to build it and ten seconds to lose it” so I am always transparent about my decision to not include something. I say, here’s why I am not doing it – because of xyz. You can’t account for everything, so you have to prioritize things that are going to have the biggest impact. Most people are reasonable about this. I build allies, I have their back. Where there are huge budgets, like in the ministries that make money and have big mandates, if you start bringing in secondary and tertiary impacts you can get sidelined quickly because it’s not important. They don’t take anything I’ve said away.”*

References to budget and the impact of gendered leadership are also common with respect to the disproportionate weight of children and family on women:

P25: *“When I came back after having my baby, I had conversations with my supervisor about returning and so I was offered to come back at 80%, a nice offer but no operational plan put into place and so I had to do 5 days in 4 days with a pay cut. A complete lack of understanding and no real interest in discussing it because of budget pressures. I felt it was manipulative, maybe not discriminatory but manipulative.”*

**Theme 6: Utilize the Leadership Network Initiative to educate and promote non-financial capital as valuable in male-dominated sectors. Apply a GBA+ analysis to budget allocation policies and processes in terms of the impact on women and the non-dominant leadership cohort. Reframe resource allocation.**

The third organizational system issue identified in the data is entrenched culture or the degree to which status quo culture with respect to gender and the biases that are cultivated under a gender paradigm are persistent throughout the organization. Entrenched culture speaks to the blinders some participants have with respect to how the institution of gender places ontological limitations on leadership space. Entrenched culture shows up two ways in analysis: cognizant entrenched culture and unconscious entrenched culture. Participants who were cognizant of entrenched culture were observant in terms of the intersection of gender and leadership. One participant simply said that upon reflection, she struggled to separate gender from the other values that were influencing the policy work she was doing and that she didn't spend a lot of time worrying about it:

*P20: "I feel there were always challenges and barriers and I would have a hard time separating gender from the other values. It was also not a priority for me. My job as a human being is to get around challenges but I wasn't identifying the barriers as gendered. I identified the people who were willing to help me, and I didn't spend a lot of time with the people who weren't. All of this is tricky to separate from gender. For example, the way our values work, how we think about problems and change in general – these are conservative values – and not a gendered issue. There are specific gender related things – moments where there's an in-group and a non-in-group. Drinking beer after work, etc. this can be gendered. You either have to be comfortable being one of the guys or not think about it. I have seen bullying and sexual harassment – I developed a way to navigate it informally and I focused on my work. I have to navigate people being negative too. Navigating gender challenges is just an element of participating in a changing work culture."*

Interpretations in the data are classified as examples of unconscious entrenched culture if participants indicated they had never seen or felt discriminated against because of their gender, either formally or informally. What is interesting is some participants followed up on this position with an example later in the interview that could be interpreted as a clear implication of the negative outcomes of gendering that impact a woman's leadership trajectory. Still, some participants were firm in their position that gender had never been an issue for them. It is also important to note, there are pockets of relatively gender-balanced areas in government in terms of representation in numbers where there is a history of support for women.

P22: *“When I read the study, I wanted to speak up and say I have not been hampered in any way because I am a woman. I don’t agree. I have never been marginalized or denied a promotion because of my gender. There has been no impact from an informal perspective from men and women. I was always in a supportive female organization. I was not in an organization where there was differentiation between men and women. I would notice a gender imbalance at a board table because I am in a balanced ministry, so I have never seen an imbalanced representation. I’ve never been in the dirt side. I’d say I do notice 20 out of 25 senior executives of the external organizations I work with are men. I would like to see this change. It’s important because it’s showing women aren’t able to move up the chain of command - it’s indicating an issue. But I don’t see that in the Public Service, not where I am.”*

And later in the interview:

P22: *“When I came back from maternity leave I worked at 80 percent for a while and I did have a female supervisor tell me that I need to work at 100 percent and questioning whether I was serious or not. I thought that it was unfair. I didn’t have anywhere to go to voice that, so I just managed. As you move up in leadership positions, you can’t work at 80 percent. It’s too challenging but what was off-putting was that I was not serious about my job. More women than men in leadership lack confidence. I am really struggling to think of why this is. Somehow, we are absorbing that it is rare for women to be positions of leadership - perhaps this is what is undermining their confidence. There are plenty of good role models and examples of confident women in leadership in the Public Service.”*

For the sake of applying a critical lens, this perspective is the operationalization of unconscious entrenched culture. In fact, there are at least two elements of gendered leadership that are fundamental to the illustration of entrenched culture in this example. First, the perspective is limited to the scope of the participant’s leadership space rather than all-encompassing of the diverse experiences of others beyond the boundaries of her history in a supportive female environment. The tendency to fall into and espouse the ideals of a personal space of leadership equates to standing behind a leadership border wall built on the foundation of cemented, albeit shifting values. What is happening in one leadership space is not always universal but the perspective that it is can lead to homogenization in leadership that perpetuates short-sighted, non-progressive, limited and compartmentalized leadership practices that are at the foundation of a traditional patriarchal system. In order to understand the diverse perspectives of others, it may be necessary to bring down the wall and empathically absorb the realities of other leadership spaces. Secondly, the degree to which leadership espouses non-work-life balance is entrenched culture that is fundamentally gendered. Women are disproportionately impacted by the burden of family and domestic responsibility. To espouse the notion that leadership work cannot accommodate life favours and perpetuates masculinist notions of leadership success. This in effect is entrenched, non-progressive and fundamentally gendered.

**Theme 7: Implement cross government outreach, coaching and education embedded in a Leadership Network Initiative and Leadership Mentor Initiative.**

The fourth component in defining organizational system problems is the promotion of subject matter experts (SME) to leadership. Two participants – both from central government - indicated organizational systems are impacted by the movement of SME into leadership roles where leadership values such as empowerment and trust, delegation, interpersonal communicative skill and collaboration are overridden by direct, disrespectful micro-management approaches. The result is that in terms of the LCR, the relational side of leadership is diminished and overshadowed by toxic approaches that lean left on the LGC and are geared towards results at all costs.

P14: *“Sometimes there are very brilliant people who are intolerant of people who are not. They are not patient with others. They move up in positions and get promoted into leadership, but they are not good leaders.”*

P8: *“We have system level problems because of the movement of subject expertise into leadership jobs. Managers are in the space of the unknown and we have leaders leading with zero leadership skills. If you aren’t able to behave in the house, you need to leave. If you can’t align to the direction you have an obligation to find your way out. It’s the culture and the system that creates the biggest impact. If the rules of engagement are clear the toxicity can’t get in.”*

**Theme 8: Amend hiring practices and policies for leadership appointments to embrace the promotion of generalist skillsets geared towards progressive leadership. Apply GBA+ to inform internal process.**

The fifth organizational system problem identified in the data references the blurred boundary of the political-administrative divide in the promotion of executives to the leadership ranks.

P24: *“I was told that I had been in my position for too long and he hired a man behind me. He said, “it’s not your performance. I just don’t want you.” That was devastating. I found a new job but the man he hired was politically connected. He got the job because I was not politically connected.”*

**Theme 9: Deliver this message: It happens. We see it. It's wrong. It's bad governance. Build transparency through culture change via the Leadership Network and Mentor Initiatives.**

### ***Conflict***

The second problem in the paradigm of naming the problem is conflict. The research sought to determine whether women experienced conflict uniquely across the organization under the theoretical position that women compete with other women to gain access to a limited number of leadership roles available to them at the top of the organization. The question was posed to women to better understand whether conflict is used as a tool for strategic positioning. A total of eighteen participants perceived conflict to have a foundation in three areas of analysis: conflict that is power-based, conflict that is male-based, and conflict that is female-based. A further two participants had a neutral analysis whereby they determined conflict as not necessarily rooted in gender but rather that it shows up in human nature and universal work culture. A total of five participants indicated they believe conflict to be power-based. For example, three women indicated they believe conflict is a product of struggle in the negotiation for power:

P6: *"I am very strategic with my relationships with powerful women who I find challenging or who want to hold me back. I offer her a service. The relationship is always one-way and managed very carefully. I watch my words. You can't rise too fast, and you have to be a bit behind the curtain."*

P7: *"I have had difficult relationships with people, both men and women. Currently, I have a difficult relationship with a woman. I don't see it as an issue of being threatened but rather it is an issue of being entitled. I don't think it is an issue with me. I think she has an issue with relationships in general. I find it amusing. Conflict in the workplace is super common because we all have competing priorities. I try not to rise to everything. When I have a female boss, there is a little game I have to play to navigate the power dynamic and to tap into emotional intelligence to ensure her success, to keep my eye on that ball and build a thick skin."*

P2: *"I have seen people not liking each other but I haven't actively seen women hurting each other. Often, the frustration is not gender-based but rather it is power-based. It is about who you can influence. Arguably your classification does not equate to your power-based, and neither does gender."*

P2: *"I have not felt that women have set out to undermine me, but some people are power-hungry, and some people are unpleasant. I have told a woman she is a cold fish and she interpreted it as a gender thing."*

Two participants indicated they have experience with conflict but that it is generally male-based:

P21: *"In my personal experience, there isn't a situation where I have felt undercut by another female. That has happened with male leaders. In my experience I have always felt a connection and supported by other female leaders at the various stages I've been. When I think about my immediate network, I have good working relationships with one of two of the male executive – a trusting relationship that is safe. When I think about day to day work in the social sector, the ministries I have had the easiest time with is where there are female leaders. I think potentially there is an issue with female to female discrimination but that's just in my gut and I have heard other people have had experiences. Also, we all know there is gender imbalance - if there is only so many spots there is an underlying sense that there is an issue. I don't have any personal experience but it's more just thinking about the system as a whole and there is a visible gender imbalance. There is also an age imbalance. "work life balance doesn't exist in these jobs"... this is an older perspective. I am vocal about this - at the end of the day my work speaks for itself."*

P27: *"Older men often push back on my leadership. I need to hold my ground. I have had men who I supervise that have offered me the opportunity to practice managing it."*

Interestingly, the largest category of respondents with an analysis indicated they have experience with female-based conflict. A total of 11 participants indicated they have experience with female-to-female conflict.

P26: *"I had a really good relationship with her, but she had a harsh tone with me out of the blue. I didn't let it go very long. I handled it really well. I had a conversation with her. I said, 'your tone with me is quite harsh right now, snapping at me in front of other people. I'm not okay with you doing that, I don't like how I am feeling.' She was taken aback. She told me she felt attacked. It took her a couple of hours and then she said she was horrified. She apologized. I didn't have to take that anywhere else. That's a good strategy. I intentionally shared that story with my close personal work friends who were struggling with her. Be straight and factual and as brief as you can be."*

P27: *"I went on maternity leave and when I came back my job had changed. The supervisor was patronizing, she didn't have the qualifications to be there. I left after 33 months. I leap-frogged her into an ED position. She was so mad. She treated me badly - undermining remarks, etc. She couldn't handle it."*

P25: *"I think we still have some queen bees that have worked so hard to get to where they are at but don't necessarily want to open the doors to others. I think there is some of that. Most of the women I have met are phenomenal, exceptionally good, want to support you and help you*

succeed. That's the majority of my experience but there is still a bit of that flavour - an exclusive club that nobody is allowed in."

P23: "Female to female conflict - it happened a couple of times to me at the ED level. Generally, women support other women where I am. I have a very good network, mostly women. The couple of people who have been difficult, it is obvious that they are. Sidelining takes place because they are threatened, we set up competition, we reward the winners. I ignored it - they can all cram it. If you don't support me I'm doing it anyway."

P9: "Women will subtly try to bring each other down a peg - I have at least two examples of that, but I don't think I have ever had a man try to bring me down. I have had women make comments to me that I don't appreciate but that may be my own perspective."

P28: "She excluded me - subtle, interpersonal, quiet marginalization - I raised it with my boss, in a joking way but eventually I dropped it. There is no recourse. Maybe it was legitimate, but it didn't feel that way. Somebody else's opinion based in a power relationship excluded me. There is a mean girls club - I remember being on the phone with a male colleague. I felt safe sharing my experience with him because he was a man. I seem to trust men more than women. I told him about my experience and he gave me advice about how to manage it that was based in his own experience. I didn't feel safe. Something with female leaders, once they get into this leadership position - they don't value what you bring. They haven't been positive. I determined it's a leadership style that I have trouble with - autocratic and directive. It's simple things that matter - welcome people, include people, invite them for coffee when they start a new job, be a nice human - it's got to be embedded in the culture."

P16: "Women who report to me - or maybe not directly to me but one down - there has been a lot of back chat and toxicity. I find generally that men don't do that as much. They are more open than women. Women present a façade and go around you to express their unhappiness. For example, recently - I had two women who were given the chance to speak up and they didn't. Then they blamed the group and left. I have felt a very hostile vibe from a small group of female staff. The women wanted me to be something different and I didn't meet their expectations. I have not had an interpersonal challenge with a man. I have also had a situation where a woman was upset by my winning a competition. She said, "I would have had that job if I went for it, but I didn't want it."

P19: "I have had experiences where a female has followed me into different jobs after I left. I heard through the grapevine that she would question the integrity of my work in my previous role. I don't think this is uncommon among people in general. It's a way of raising your own self-esteem - you're not really undermining me. If I cared about her more I might have tried to coach her, but I didn't bother. I have had a lot of support."

P14: "I have had one experience where a woman was so passive aggressive with me that I wasn't able to directly handle it. It was not in my direct working world, so I complained and cried to my supervisor at the time and it went away."

P29: *“There is a culture of gossiping in the office space, probably at the staff level. It crosses my mind what people say but it's work. It hasn't affected me.”*

P30: *“One of my colleagues insulted me. I was told I was too happy-go-lucky with my staff. I want passion and enthusiasm. I didn't receive it well. I responded with, ‘well, that's really interesting that you perceive it that way.’”*

And finally, two participants had a neutral analysis with respect to conflict and suggested it is not perhaps gendered but rather just a part of work culture in general:

P18: *“I tend to be a person that gets along with people. I don't allow resentment to build up. I take it on right away. I never feel as though I am being compromised or inappropriately criticized or made to feel responsible for something I am not responsible for. I joke that I have a short-term memory. I am done with an issue once we talk it through.”*

P3: *“There are some leaders who are bullies, lazy, lack respect, micromanage. But you have to be able to work professionally with these people.”*

**Theme 10: Build mentorship, coaching and networking opportunities to publicize power-based and gendered conflict. This can be addressed in a Leadership Network Initiative and Leadership Mentor Initiative.**

### ***Leadership Culture Reward***

The third component under the concept of naming the problem is related to leadership culture reward (LCR) in the application of the Gendered Hierarchy of Leadership Success (GHLS). Participants were asked to rank four distinct groups of leaders in terms of their gendered leadership style: men who lead in a masculine way (MM), women who lead in a masculine way (MF), men who lead in a feminine way (FM), and women who lead in a feminine way (FF). Again, it is important to reiterate sex and gender are not mutually exclusive, especially with respect to the GHLS. As we have heard, there are many examples of women who identify as women and lead in a masculinist way on the LGC. The question is, which gendered leadership style reaps the highest rewards, according to women in BC Public Service leadership? A total of eight participants identified MM as reaping the highest rewards in the GHLS. Participants with an analysis with respect to MM said:

P3: *"There is a culture of command and control that gets rewarded. It is not a gender issue but when you become a leader we set a culture of proving ourselves and we don't do a very good job of helping people through those moments with egos and power and needing to prove yourself together."*

P10: *"'People-first' culture is not embraced. The super smart women don't stay because of the culture. I feel the culture is holding me back although I am not really thinking about advancement. This is the first time where I have been under several layers of command and control leadership. I struggle as the only female in the group."*

P10: *"There are more male deputies and I think there is just more familiarity with men hiring men; women who don't talk about their feelings are probably the ones who are rewarded, but men are still at the top."*

P13: *"Men who lead in a traditional, dominant way reap the most rewards. Men who lead in a modern way see more rewards than women who lead in a traditional way."*

P30: *"Does success go to women who can knit themselves a suit? In the last ten years some of the male leaders seem to get it, and have that perspective that relationships are important. They are supported by strong female leaders. But men here are not leading in a feminine style in all cases."*

P24: *"There is a place for authority. You need to respect it. You don't need to agree but you do need to respect it."*

P24: *"The man they hired over me eventually moved to the head of a very senior organization. He had little to no experience. But he was politically connected. He got the job because I was not politically connected. I also think they just preferred the company of men. I still have lots of opportunity. If they don't like you, just move. Don't stay and wait too long, just move."*

P13: *"Men reap the highest rewards on the GHLS."*

One participant indicated they believe MF do well in the organization:

P22: *"Unkind women get into very high leadership positions. There are lots who are unkind."*

Some participants had an analysis that suggested women are secondarily rewarded regardless of where they land in the GHLS:

P6: *"Women who bang on the table aren't successful."*

P12: *“Women who try to act like dominant men, who mimic that style look fake, you can tell it’s not genuine. They don’t need to do that. At the same time, men who adopt a collaborative style are miles ahead. Women who are submissive are the least rewarded on the GHLS”*

P19: *“I think we probably still have work to do with respect to men and women. Women are clamouring for higher level positions, can be gossipy and back-bitey. The gender dynamic will always be there - men are on their best behavior these days. The shift has been noticeable over the course of my career. “*

P23: *“It’s becoming more important to have EQ but at the same time you can’t be emotional. Being excitable or sensitive tend to be more emotional and feminine and the tendency is to view masculine traits as successful.”*

Others simply pointed to the benefit of being male:

P12: *“The benefit of being male is that men who act in a feminine way reap the highest rewards. Forceful men can also do very well.”*

P13: *“Informal networks - men do a better job of this. The good men network with other women but are less likely to do that than to network with other men. It’s a lot of who you know, being connected to key core people, self-promotion, less about history of performance, less merit based, senior levels are more random, people are selected and not competed. I have experience with a male who admitted he was in an ‘eating his spinach’ position, he didn’t want to be there, he stayed for less than a year just to raise his profile.”*

To summarize, there is a range of experience with respect to how leadership shows up among women who lead in terms of the LGC. However, it is clear most women perceive the culture that is rewarded most highly is one that supports masculinist approaches on the left side of the gender continuum. By extension, women in leadership generally perceive MM to reap the most rewards on the GHLS. Notably, FM are also highly rewarded. By contrast, neither MF nor FF tend to be perceived as successful. This is indicative of the pervasiveness of the overarching systemic social institution of patriarchal processes that limit women’s agency in leadership and the fundamental impact it has on organizational efficiency.

**Theme 11: Education, social media campaigns or broad messaging campaigns via the Leadership Network Initiative for changing leadership culture based in the celebration of masculinist leadership as defined by the Leadership Gender Continuum.**

### ***Discrimination and Abuse***

The fourth component to naming the problem for women in leadership was identified as discrimination and abuse. Participants were asked to identify any experiences of informal abuse or discrimination and to give an account as to whether they had determined their experiences to be based in gender. Many participants had a specific example of an experience they were able to recall as particularly problematic. Others simply had an analysis as to how they perceive their experiences to reflect poor leadership. A total of ten participants indicated they have experience with or an analysis of some form of informal discrimination or abuse.

P11: *"I had a Deputy call me "kiddo" once. I asked him if he knew my name. I also had a Deputy call me on a Sunday while my baby was in the bathtub to fix an issue related to a printer. He would not have called a man."*

P12: *"The experience I have with two women who were bullies were ultimately not successful. They came from a position of insecurity and it manifested itself in aggressive, undesirable behavior in terms of how they treated others. This is a power dynamic – in a lot of these cases both women and men are uncomfortable with it. The culture is not positive. We all felt very uncomfortable with it – I know this person is perceived to be getting results, but we needed visibility into the "how" and day to day interaction. 360 reviews are necessary."*

P21: *"I have paced not getting moved up too quickly. I have been in situations in the natural resource sector, at big meetings with senior leaders and being the only female senior executive in the room. This became an issue. We had a conversation about this. I was asked to sit on a panel after staff noticed gender imbalance. So, I sat on a panel for the very reason that I was female. We are operating in a realm where gender is visible."*

P3: *"Using the power of leadership to bully someone or lack respect is a reflection of bad leadership."*

P25: *"There is a competitive nature around becoming an ADM - there is not a nice approach to this - gossip and stuff going around behind the scenes. It goes on but I'm not sure it's just because of gender. Queen bee is a thing for sure - women want to play where the men play, and other women are excluded."*

P26: *"There have been women I have worked with or for that have issues with other women. I have felt it was their problem more than mine. I have felt this way about men too, who I have identified as having issues with women. I have seen men approach women condescendingly. I have had a difficult relationship with a direct supervisor. I handled it poorly. I should have talked to her, but I went around her. She pulled me into her office and cried and said I cannot believe you did that. Passive aggressive behavior - I know what it feels like. I have done it."*

P27: *“The pink ceiling, glass ceiling - I left a prominent public organization because of it. I competed with my colleague on a position - I didn't win. The feedback was that I was moving too fast in my career, that I didn't have the experience. It was an older man who told me this and the man who got the job was younger than me. He didn't have the education I have. I was stunned but I didn't show it. During the interview process, the only woman on the panel was on her phone through the entire interview. They had already made up their minds on the man. There wasn't another place for me in that organization. I managed it very well – I got a great reference and moved on.”*

P24: *“Just so you know, you were not the one I wanted.’ She told me she would rather have someone else. She lacked interpersonal skills, she was unkind. I have been systemically discriminated against. I was told by a male Deputy that I had been in my position for too long and then he hired a man behind me. He said, “it’s not your performance. I just don’t want you.” ...I was purposely pushed out because I was a woman.”*

P8: *“It used to be results-orientation as the focus – it didn’t matter how you got there. But now it’s more about how you get up the hill. I think it is still commonplace that people elbow others up the hill. But careful who you @#\$% on the way up because you want them to catch you on the way down. I tolerated more than I should have.”*

P30: *“I have been impacted by informal things - women can be each other's worst enemies. I successfully competed on a job and two colleagues said I got the job because I was young and cute. It's insulting and damaging because the more people question that the more it dings your credibility.”*

P15: *“I was brand new and I went to the lunch room and an older guy said, “get the @#\$% out of here rookie.” I sat down and ate my lunch. I’ve been called bad names. Anytime something went bad involving a female, I heard “this is why we should never hire you guys.” These kinds of comments were relentless. I have been told I have won job competitions because I got points for being female. And truthfully, I believe I probably got hired initially in part because I was cute but since then all my promotions have been merit based.”*

Informal discrimination in the BC Public Service is pervasive. Almost every woman has a short story – and they are generally short for a reason. What is clear is that while the stories are common the participants don’t dwell on them. They seem to experience it, learn from it and close the chapter. This is repeated time and time again in the course of a leadership trajectory and in fact many women alluded to the necessity of developing a “thick skin” to be successful on that journey. And again, it is indicative of the lack of discourse in terms of the application of a gendered lens to the leadership relational dynamic. The interesting piece to this is that these stories sit in silos. Most women have a small network of women on their speed dial – the one or two confidants that women have in their support network to bounce things off, to hear about challenges, to be vulnerable with. But the stories don’t go further than that. There is no

overarching collective discourse. As a result, there are thousands of interpersonal network tents propped up across the organizational leadership landscape. A window into each one would expose a common state of being: women have adapted to a complex interpersonal environment whereby there is a deep sensitization to emotion in public leadership and a private outlet for emotive expression in small networks. In essence, small networks are being used as a strategic leadership tool and safe place to protect against the “problem” of being seen as emotionally porous and vulnerable to the exclusion of authenticity.

**Theme 12: Improve anonymized reporting mechanisms and accountability measures for interpersonal abuse, sexism, harassment and exclusion. GBA+ for internal policies and procedures. Leadership Network Initiative to share.**

### ***Leadership Gender Continuum***

The Leadership Gender Continuum (LGC) has been referenced many times throughout the study. It is important because it provides the foundation for understanding gendered leadership in the context of the organization and how women function along the spectrum. Study participants identified how they interact with the LGC in their leadership or how they perceive other women to interact with it as they are faced with various situations that require leadership. This is important because participants indicated whether they generally perceived female leadership to lean one way or another on the LGC. Some participants indicated they tend to be fluid on the continuum, moving like a pendulum or that they tend to see others functioning that way also. Other participants indicated they believe leadership among women in the organization tends to lean masculine. Notably, none of the participants indicated they believe leadership in the organization leans feminine. As a result, participants indicated they believe leadership among women is either fluid, mostly masculinist or that they do not have a gendered lens as to the relevancy of the LGC.

Participants who had an opinion about fluidity on the LGC said:

*P6: “Successful leadership depends on your capacity to be a pendulum on the male-female leadership continuum. Women have an advantage in the Public Service because we are socialized and networked, cooperative, team oriented. You must be able to collaborate across. Women tend to be the coordinators of their lives.”*

*P13: “I don’t see men lead with a modern style when they are in a group of men. In terms of the continuum, I am flexible and can adjust. I am a pendulum. I think the pool has been*

*narrower for women at the senior levels. You must be able to adjust along the spectrum and you get pushed to the male side. Not being one of the girls makes a difference.”*

Many participants indicated they believe leadership among women leans to the masculine side of the LGC:

P10: *“People who are more collaborative are not always valued because in my organization nobody has that at the top. It’s part of the culture. I am a chameleon, but I have learned how to play in the Boys Club. I don’t really like myself there and I don’t want my team to see me doing that because I don’t think it’s healthy and it’s disrespectful. Some of the best senior leaders have left because the culture didn’t value what they brought, and this includes men. Most of them couldn’t fit into the culture and left.”*

P29: *“Men in this organization in executive leadership are more confident, more poised or they pretend they know more, lots of times men are just faking it. Women hesitate to do this more.”*

P23: *“I think people are quieter around older males. Body language, the way they sit. It's becoming more important to have EQ, but you can't be emotional. Being excitable, sensitive, tend to be more emotional and feminine - the tendency is to view masculine traits as successful. This is a perception.”*

P17: *“I think women in leadership take on a more masculine approach. They have adapted, and I think this is across government.”*

P25: *“I think we still have senior leaders that are 30 years in, have traditional views, haven't evolved. At the end of the day we have more male-like traits in senior ranks - inherent biases, etc. complexity. “*

P26: *“I have seen many women in senior leadership be rewarded for masculine styles. I have seen this increase. A woman who leads in a masculine way is more rewarded than a man who leads in a feminine way. I have been surrounded by women mostly, so men have been the exception. But I would say the majority of women I have worked with in that space, have led in a masculine way.”*

P27: *“As a woman I have negotiated my career through observation. I watched my supervisor who was a bully. Her ability to function as part of the Boys Club as one of the boys was fascinating to me. The name dropping – she came from a political family, well networked. I watched her move through that. I learned a ton from her, one: watch your back. Also, the pieces around professional/personal boundaries. She would cross boundaries. She asked men to look after her dog on the weekend. I would watch the women at the top and how they knew how to behave in the Boys Club. If they didn't know how, they weren’t there. Here, the men at the table are among a group of fantastic female leaders. One of the men shows up with classic masculine*

*leadership. It's coming to a head. I'm not sure how that is going to play out. As a human being he is great, but in work there are issues with trust and stepping on toes. We have had difficult conversations and his ego gets in the way."*

*P29: "I think there are masculine tendencies in central government - not sharing information, etc. But I approach it more as bringing people into the fold. I don't know if it is the same across, but I think my Associate is also inclined to do that. Culturally, the men in the organization are more aligned with the "do what you know" culture because this is how they show up. They grew up in this organization. I am different. I may have matured or grew up a little bit but women for me are a more rounded emotional conversation where they actually think about the HR part, and all the aspects that I care about. They have more holistic awareness, so I am not having to deal with difficult issues because women think these things through."*

Other participants had an analysis as to the strengths of women in leadership in the context of the LGC, while others had perspectives that led to comments related to the value of losing the gendered scope in analysis:

*P18: "Women are very good managers, tend to be empathic, tend to provide clearer instructions, tend to deliver on time, on budget, and have a level of consciousness. Women are not as likely to take big risks, they have more difficulty in taking disciplinary actions. They are more reserved when dealing with difficult employees – of course these are stereotypes and over the course of my career I have not seen very many of these."*

*P19: "I don't have a gendered lens at this Ministry. I have trouble defining what my own femininity might mean. I have people skills – I think this isn't feminine but more about emotional intelligence. I read the room and that's what makes it fun. I tend to see an individual disrupting the apple cart and focus on that – maybe that's a masculine trait. I can be tough at times. I tend to look at the bigger picture and I make sure that everyone has some idea of my relevance to them. My work is important because I advocate for my staff."*

*P22: "I don't agree that I fall on the continuum. We need to characterize the names in different ways because we are perpetuating the distinction."*

**Theme 13: Utilize the Leadership Network Initiative for wide, collective networking opportunities for sharing experiences with the Leadership Gender Continuum paradigm. Discussion topics should focus on gendered cognizance with respect to leadership and the benefit of leadership fluidity along the continuum.**

### ***Introversion-Extroversion***

The sixth component in naming the problem for women in leadership relates to the distinction between introverted and extroverted leaders. Several participants indicated they believe this distinction to be important in terms of acknowledging the value of diverse, transparent leadership style. Participants with an analysis with respect to introversion and extroversion said:

P3: *“We give extroverted advice to introverted people.”*

P5: *“I am quiet and introverted, and I don’t speak forcefully in meetings, so I have been overlooked when I say things. I am conscious about how I speak and carry myself. I avoid “uptalk”-ending a sentence as if you’re asking a question.”*

P27: *“I think people are quieter around older males. Body language, the way they sit. I am an Indigenous woman. I am socially awkward. We had to go to a big event recently that included a social function. I found a corner and some others joined me in the socially awkward government employee corner. It was so funny. It’s hard.”*

P29: *“Women have the tendency to be quiet, reserved, not selling herself in an interview. I think the women who don’t hold back stand out. When they are willing to put themselves out there, I think the attention they get is negative. I don’t know if it is helping them move up. It’s a perception.”*

P3: *“Nobody trains you how to adapt your communication style and leadership as you move into leadership roles. For introverts and extroverts this is distinctively different because from a leadership point of view you have to adjust your communication and how you give direction. Some people want to see it on paper, some people want to hear it verbally. This is relevant to certain industries – IT people are typically introverted, for example.”*

**Theme 14: Utilize the Leadership Network Initiative to build a discourse around gendered communication, education and training with a focus on the distinct powers of the introvert and extrovert.**

### ***Resources***

Seventh, resources have been identified as being at the foundation of leadership problems that impact women. Resource shortages – whether in budget, time or human capital – mean women are largely reliant on their interpersonal relationship-building skill to tap into strategies for achieving results. It’s important to acknowledge the impact on women with regard to

relationships that are tied to resource shortages. These relationships are very often strategic for efficiency, built out of necessity for reciprocity because of the value of the ROI, a response to the “tyranny of the operations” and establishing strategic processes for information sharing to prevent duplication of effort and/or inconsistent policy response. Yet, relying on relational processes is the “feminization” of leadership and fundamentally gendered in terms of the LGC. In terms of the GHLS, if masculinist leadership is rewarded, a command and control style is preferable. In terms of resource shortages, there therefore exists a challenging dichotomous barrier for leaders whose relationships with others are fundamental to their capacity to achieve results. How does a leader command compliance of others to her objectives in terms of achieving results and build healthy relationships? “Meet this objective or else, and also be my friend because I don’t have any resources!”? Six participants had an analysis with respect to resources:

*P4: “Communication and collaboration are gendered. There are disparate networks in leadership, networking opportunities are siloed. Everyone is in a game of serving the Minister and Deputy and there are finite time opportunities. Time is a scarce commodity. We suffer from a lack of time and pressure, so support gets sidelined in a constant pressure to manage priorities.”*

*P4: “Female leaders are collaborative, but the nature of files mean leaders can’t be strategic in the “tyranny of the operations” and crisis. Divisional plans are siloed so to fix that we are working together and creating an “operational model” format for clarity of processes. That way, workplans are integrated despite diversity.”*

*P12: “I use my informal relationship to solve something. It’s a problem-solving thing - very effective Deputies and ADMs all do that. You have your friends, people and colleagues, your informal network, trusted colleagues, etc. Very few things follow a linear path, most things we do require collaboration and working across. Very powerful.”*

*P23: “I don’t have a budget so the only capital I have is my relationships with people in terms of reciprocity. You couldn’t be successful doing this if you weren’t open. But that opens you up to criticism. I don’t include something if it doesn’t have integrity. ‘A decade to build it and ten seconds to lose it.’ I always explain, here’s why I am not doing it because of xyz. You can’t account for everything, so you have to prioritize things that are going to have the biggest impact. Most people are reasonable about this.”*

**Theme 15: Rethink the cultural capital of resource allocation with a GBA+ lens. This will allow for a depth in understanding of how resource allocation impacts gendered leadership and provide a basis for more comprehensive and progressive recommendations.**

### **Female-to-female Support**

The eighth theme that emerged in the concept of naming the problem for women in leadership is female-to-female support. When asked whether women support other women in the organization many participants had an analysis. A total of nine participants indicated they believe support for women by women is generally negative. A total of five participants indicated they believe support for women by women is positive. Finally, five participants had a neutral response to the question, indicating women don't support women any more or less than they support men in the organization. In terms of the negative impact participants said:

*P4: "There is some jealousy from women when women are successful in competitions and the competitive process leads to tension between women. We hear it informally, through the grapevine. Government is small, people talk."*

*P5: "I have been challenged by other women and I have worked with challenging women. I have had to work hard to develop trust where I wasn't on her turf. It's a huge investment in time and process to get to a place where it is positive. Women will make comments without thinking about how their comment lands – sometimes they are just oblivious. This tends to come from women who are working hard to move up the ladder and trying to show what they are capable of. But it comes across as insecure. Usually if it is directed at me, I let it go but if it is directed at staff, I deal with it head on. Ministry is like a family - people hold grudges but some people move past it. The Public Service is a small world, but I think people have long memories. You never know who you're going to wind up working for. I have seen some very bad examples of women not getting along and that conflict filters down to staff – these are very dysfunctional executives."*

*P7: "There is not a culture of women supporting women in the Public Service. I have a network of male and female colleagues. There is also a distinction between the younger generation and the older serving female leaders – the latter being more comfortable in their skin."*

*P13: "Men support each other but women don't support women to the same level. I have experienced some women who viewed other women as competition for a narrower pool of positions. Men pull each other up. Some women don't. I have had good male and female bosses and bad ones. When women are supporting each other, everyone benefits because it raises the bar. The male cohort has traditionally been more supportive of each other. Friday night basketball games, networking is tighter and more effective that way. Women suffer from having to do both work and family. There are some implications there as they don't participate in informal things. Some women keep each other down - not all women, but I have been around long enough now that I have watched a lot of different competitive environments. Women promote themselves and who they know around them is often other women. Women marginalize other women in a variety of ways - not giving other women opportunities, back room vs showcasing, not giving credit where credit is due, they fall prey to their own fears that they are going to be beaten out for something if they help others. I think the pool has been narrower for women at the senior levels. There is a tendency toward female to female marginalization."*

P12: *"I was marginalized in a management group of women so having a group of women together isn't getting the full perspective. These women used me as an opportunity to show I hadn't done my homework in front of a group of senior executives. I told myself that will never happen again."*

P24: *"The mean girls - one woman who was a famous mean girl was eventually let go but not for many years. Other women in the social sector have been known to be sharp. They have a reputation - they socialize together and hang out together. I have no desire or time to gossip about people."*

P26: *"Being a woman - I am probably more judgmental about other women. I think women are more judgmental by miles. Women will pick up on it while men don't notice."*

P16: *"Women are harder on women. Women expect more of women. Then you get passive aggressive behavior - you didn't give me what I want. Women support women in Public Service in pockets across the organization. People are less excepting of bad behavior. You have to find support but if you don't have the connection then you may struggle."*

P19: *"In government once you have a reputation you have a reputation. Women circle around looking for the next promotion and I want to tell them it's not going to happen."*

P28: *"I think they are threatened or have self-esteem or self-confidence issues, or they've lost touch. Once you get to that position you can be such a role model for other women but instead it's how can I break them down, prevent them. I mentor quite a few women because nobody is going to help them. In general, maybe at the lower levels women support other women. In my experience they don't but in general they do."*

Several participants indicated they have highly supportive relationships with other women:

P27: *"In general women support women - I am with a fantastic group of women now. I would say there is nobody in this group that is threatened by anybody, they don't need to be the one getting the applause, no ego first, we have fun we laugh, we cry, we are just able to be."*

P23: *"I have almost always had female teams – the nature of the work, etc. and the skill set required. Generally, women support other women where I am. I have a very good network, mostly women. "*

P25: *"There are amazing women in the Public Service that would have your back. Most of the women I have met are phenomenal, exceptionally good, want to support you and help you succeed. That's the majority of my experience but there is still a bit of that flavour - an exclusive club that nobody is allowed in."*

P10: *“The women I have worked with in the natural resource sector have been highly supportive.”*

P21: *“In my experience I have always felt a connection and supported by other female leaders at the various stages I've been. When I think about my immediate network, I have good working relationships with one or two of the male deputies, trusting relationships, safe, former deputy for sure. When I think about day to day work in the social sector, the ministries I have had the easiest time in it's been with female deputies. The others I have trouble with it's the male deputies. This has been my personal experience over the last year.”*

Some participants indicated they are entirely neutral when it comes to supporting people:

P18: *“I think women don't go out of their way to support other women. I would go out of my way to mentor the person with the most potential. I am looking for someone who is strategic, broad base of knowledge, treat their people well, know how to manage people to do things, I look for attributes that people have, I am looking for someone who has the attributes that make the best leaders. I am going to focus more on the collaborative, decision makers, delegators, stay calm.”*

P22: *“There has been no impact from an informal perspective from men and women. I was always in a supportive female organization. I was not in an organization where there was differentiation between men and women. Maybe employees were treated with disrespect but not because of gender. I don't go out of my way to support women. I support people but not particularly women.”*

P8: *“There is no excuse to not be kind.”*

**Theme 16: Implement large gender-cognizant networking opportunities for women and men to share mechanisms for progressive leadership support.**

### ***Advice to Women***

The ninth theme that emerged in the data related to the concept of naming the problem for women in leadership is advice to women. Participants offered direct advice to other established or aspiring women in leadership according to four distinct subgroups: communication, self-talk, confidence and impostor syndrome, authenticity, and leadership tools. Advice related to communication is specific to language usage, both verbal and non-verbal. Advice related to self-talk, confidence and impostor syndrome is specific to how women negate their leadership capacity because of negative personal messaging to themselves and the belief that they do not

belong in the role or that they are not strong or capable enough to be successful. Advice related to authenticity speaks to the need for women to be themselves, and to not fall victim to social expectations of who they believe they should be in the role. Finally, advice with respect to leadership tools are those suggestions that participants offered to help women be as successful in their role in a gendered context. Five participants offered advice related to communication. To be clear, “uptalk” is the tendency to end a sentence in the form of a question. It has been suggested uptalk is a communicative pattern for women who feel their ideas need to be validated or affirmed in a room.

P5: *“Women need to think about taking up space and not doing uptalk.”*

P30: *“Lean in - sit at the table and own what you have to say...We need to have enough assertiveness and enough of the people part of leadership that it doesn't come off as bitchy vs. assertive. Be assertive and kind so that people understand that we are getting business done in a respectful way, feeling good, and when it's not we can have an honest conversation. Women need to build on their strong communication skills.”*

P20: *“I don't like it when people act stupid to get out of something by saying things like, ‘maybe I'm just ignorant, but...’ or ‘maybe this is a terrible idea, but...’ I don't think women can make as many mistakes. It's tricky to get to a leadership level, trying to do more than your average guy, etc.”*

Other participants suggested women struggle to call out bad behavior, gendered or otherwise:

P5: *“Women and men deal with things differently, men don't hold grudges. Women are not as comfortable in the moment to call someone out. I would talk to the person in private. I look to maintain the relationship.”*

P16: *“We don't want women to be like men. Women need to know when to be up front - that conversation is very hard for women. It takes courage to approach a person in a position of seniority. If there is anything that a woman in leadership can learn it's how to have difficult, disciplinary conversations. I have watched and learned from people who do it well. I think women struggle with these conversations because of confidence.”*

Some participants shared their thoughts about successful traits for women in leadership:

P22: *“She respects others, listens, clear, direct, humble, seek advice from others, strategic but we use that word way too much, she has a level of awareness that is outward facing - not internally focused but in terms of the broader impact. She is kind. One of the things I notice is that women aren't clear and decisive enough. They lack confidence. You can be successful without being kind but at what cost?”*

P24: *“Sometimes knowing who you don’t want to be is as important as knowing who you want to be. No matter what you do in your conversations with people you must leave them with their self-respect. Even when you sit down to fire somebody, you have to leave them with their self-respect.”*

The second commonly referenced term under the broader concept of advice to women is confidence. Several participants referenced self-talk, confidence and imposter syndrome as common challenges for women in leadership. Self-talk – or the internal conversations women have with themselves is an issue for many participants:

P6: *“Women need to change the inside self-talk from “I am stupid” to “I’ve got this” because the inside voice always undermines their capability. You are here for a reason and where you are changes the perspective of who you are; soft hands.”*

P10: *“I am not aggressive with my leadership. I have impostor syndrome. I am not wired here to climb the ladder.”*

P30: *“Female leaders need to be courageous, we need to catch ourselves in negative self-talk. We believe the little voice a lot more than men. Women are never sure about themselves.”*

P24: *“An overall part of executive presence is exuding confidence.”*

P27: *“Government is such a culture - the process and unwritten rules. I am slowly figuring it out. I have impostor syndrome and I have experienced the leadership dip – that’s when things are going along nicely and then suddenly, I feel I can’t do this, and that I suck.”*

P17: *“There isn’t a cookie cutter Public Service executive. We don’t all show up the same way. We need to listen to everyone. Men are typically better at communicating than women but there is an element of false confidence. There is also banter, before the meeting or after, in the in-between spaces that contributes to the culture - they are aware that it’s happening but not of the impact. We need to get away from banter - so we can preserve a more inclusive culture.”*

Third, some participants indicated they believe women do not feel they have the skills to lead, or that they do not belong in a leadership role, or simply they can’t be their authentic selves in their leadership space:

P6: *“Women don’t put themselves out front and they convince themselves they don’t have the qualifications. Women short sell themselves and men don’t do that. Women grow up surrounded by the idea that everything has to be perfection. Men don’t have that anchor. For women in leadership, there is often an element of fake it ‘til you make it.”*

P4: *“To be successful you have to lead and sometimes women support rather than lead. You have to market yourself as a leader. Females generally don’t promote themselves. Males do that much more naturally which promotes confidence and executive presence.”*

P2: *“Some women are not willing to speak the truth so there are issues of authenticity.”*

And finally, some participants shared ideas about how women can be successful in a leadership role, whether it be about tapping into interpersonal networks, self-reflecting or dressing the part:

P4: *“Women need to canvas their networks.”*

P28: *“You need to be strong and strategic with a good sense of humour. I do see other people in leadership who don't have that, and I think they got there because they knew someone.”*

**Theme 17: Harness strength in numbers via the LNI for acknowledging gendered leadership issues that impact women and build a discourse based in a gender analysis. This helps to identify the problem and build an action plan for culture change. Having a well-respected female rise to this opportunity would be beneficial.**

### ***Emotion***

The tenth component to the conceptual pillar of naming the problem for women in leadership is emotion, or the degree to which women are emotionally expressive in terms of how they present in their leadership role. Some participants speak to the concept of emotion in terms of how it distinguishes the different sectors. For example, it has been suggested certain ministries are more emotionally expressive than others and so adapting to those cultures requires changing leadership style, personality and approach. It also impacts the degree to which a person can be successful as a leader in their role. For example, a woman who is not particularly emotionally effusive may find challenges leading in a sector that is not culturally similar. With respect to leadership, there is a gendered nuance to the way emotion shows up in an organization. Some women indicated their perception of how emotion influences their approach to males and females who lean in a particular direction on the LGC. Some women, for example indicated they choose to work with men who lead in a masculine way simply because the relationships tend to be void of an emotional element. Other women indicated their preference to work with females because relationships with women who lean right on the LGC are inclusive of the full scope of life

and the element of humanity in work. A total of ten participants commented on the role of emotion in their leadership environment:

P8: *"I am not emotional, so it makes it easier when that element doesn't have to be considered and I think as a result, men understand me better - women are harder to work for than men."*

P26: *"I have had a difficult relationship with a direct supervisor; she took credit for my work and I handled it really poorly. I had a conversation with her boss and said I am leaving because of this person. She was crushed. I should have talked to her. She pulled me into her office and cried and said I cannot believe you did that."*

P27: *"In general women support women - I am with a fantastic group of women now. I would say there is nobody in this group that is threatened by anybody, they don't need to be the one getting the applause, no ego first, we have fun we laugh, we cry, we are just able to be."*

P25: *"I am intuitive, emotionally intelligent - Paramount to leadership is emotional intelligence and the ability to adapt."*

P23: *"It's becoming more important to have EQ. But you can't be emotional: being excitable, sensitive, tend to be more feminine - the tendency is to view masculine traits as successful. This is a perception. I don't see a lot of women at the executive table who change their behavior - there is a culture of acceptance."*

P13: *"Transitioning between sectors is emotionally distinctive – everyone hugs in the social sector, it's very much a touch situation. This is not the case in the natural resource sector."*

P13: *"In some ministries, if you are a creative person or have a creative outlet you are less likely to be taken seriously because analysis and numbers are serious. This is not the case in the social ministries. Certainly, innovation and creativity are increasingly more celebrated, but we still have work to do."*

P15: *"Outpouring of emotion – men are not comfortable with women who cry. They will avoid it. Things get ignored because men are not comfortable with it. I think men can be easier because you don't have to worry about hurt feelings. I can't tell you how many times I've heard "I think she's mad at me" and I'm thinking, 'Omg, this has nothing to do with you. Business is business.'"*

P19: *"I have trouble defining what my own femininity might mean. I have people skills – I think this isn't feminine but more about emotional intelligence. I read the room and that's what makes it fun. If it's not fun, I'm not doing it."*

P16: *“I am intuitive, empathic and tuned in. EQ is so important. I find women tend to be more open and engaged in personal conversation. It’s easier to build relationships with other women. I haven’t gotten comfortable with other men. It might be me. I feel more comfortable approaching another woman.”*

P29: *“There are conversational relationship issues. There have been instances earlier in my career where I have preferred to hire men because it wasn't ever emotional. Now that has shifted but I would say it is definitely more difficult to have relationships with female colleagues. Some people aren't as good at separating work and life outside of work. Men understand this and I have to explain myself more with women and I stress out about it. I let it drag on. I don't know why but I let it drag on longer and then deal with it. Managing relationships is a challenge and adds another layer to my work. I may have matured or grew up a little bit, women for me now are an emotional conversation that is more rounded. They actually think about the HR part, and all the aspects that I care about. They have more self-awareness, so I am not having to deal with difficult issues because women think things through.”*

**Theme 18: Implement gender-diverse interpersonal awareness education and make space for acknowledging the value of humanity in leadership. This is a topic for the Leadership Network Initiative.**

### **Family**

The eleventh component to naming the problem within the conceptual framework is family. Arguably, this is one of the most critical pieces distinguishing the gendered imbalances that fundamentally impact men and women in leadership differently. Participants indicated their perspective on how family has impacted their leadership capacity and trajectory both in terms of their skillset and the value family has brought to their ability to lead in the way they do, but also in terms of the barriers. Eleven participants had an analysis with respect to the role of family in their leadership space.

P4: *“Women with kids are marginalized because of the time constraints.”*

P12: *“I grew up in a family of boys. I learned very early on how to hold my own. I came with a set of tools.”*

P17: *“Life circumstances – your kids are small, coming off of maternity leave, “you should probably take a less demanding position” – this is how discrimination shows up for women. If there is a need to take time off, men’s employers expect the wife to be home – “well, where’s your wife?” Women can’t do it all. Childcare is an issue, after school care, nothing has changed that way. I meet more women in the Public Service who are the breadwinners than I ever expected, and they are senior leaders and they also carry the bigger load keeping the family functioning, planning, etc.”*

P25: *“When I chose to have children, for nine months I’m not at my best, then maternity leave. My ability to progress and advance is different than men’s. I don’t know we actually value what a woman might bring to the organization after experiencing kids and home. We have a responsibility to acknowledge the barriers and remove them. When I first came into the Public Service I worked for a female supervisor and became pregnant. My female leader limited what she thought I could do while I was pregnant and was forceful of taking time off, comments were made about baby brain. She didn’t have kids. I came back but stayed less than a year because I didn’t want to be part of that culture. Policy around maternity leave is drafted in such a way that it doesn’t give women agency. A lot of people come with their preconceived ideas and biases. When I came back after having my baby, I had conversations with my supervisor about returning and I was offered to come back at 80%. It was a nice offer but there was no operational plan put into place and so I had to do 5 days in 4 days with a pay cut. It was a complete lack of understanding and no real interest in discussing it because of budget pressures. I felt it was manipulative.”*

P25: *“I think it is different to be a dad in the workplace and a mom in the workplace. There are still a lot of women that show up for work and don’t have a true partnership at home and are still doing most of the household work. We all bring our own lived experiences. For working moms, it is harder, the expectations are just as much and there isn’t always the same acknowledgement for what happens at home.”*

P2: *“Colleagues who are moms carry a disproportionate weight at home, kids are a bigger burden for women in leadership.”*

P24: *“I think women become nicer women after they have children. Lots of mean women don’t have kids. They are selfish to begin with. When I am really ticked off at someone, I try to think about them as a child. I try to remember people don’t come to work to fail. I find I am a more compassionate person that way. More well-rounded people, it brings out patience level. Be hard on the problem, be easy on the person. No matter what you do in your conversations with people you must leave them with their self-respect. Even when you sit down to fire somebody, you have to leave them with their self-respect.”*

P30: *“I sat down with a former ADM, and she asked me what my career goals were. I said, I might be ADM ready soon. She asked how old I was. I wanted to know why she thought my age was relevant. Then she asked me if I wanted to spend more time with my kids – and that she had*

*made different choices. No man would ever be facing those types of questions. I decided then and there that I was getting out of there. I managed it by going somewhere else."*

**Theme 19: Improve child care policy, flexible work arrangements for leaders with children and cultural awareness education for systemic biases that disproportionately impact women. Apply a GBA+ approach to building these policies.**

### ***Male Advantage***

The twelfth component to naming the problem for women in leadership is male advantage. Participants acknowledged men in leadership have advantages in a number of areas, but most notably in leadership access, promotion and LCR. Male advantage speaks to the undercurrent of gender biases that have permeated the organization in a way that tends to fly below the radar. Participants identified several ways in which male advantage unfolds among the leadership cohort in the BC Public Service. Participants who identified male advantage as problematic said:

*P5: "Men rise to the top of the Ministry where youth justice is the primary job experience and they have had to manage tough young males, whereas women are primarily dealing with children. The result is more men at the top of the organization and unbalanced gender representation among leadership. Conscious succession planning is changing this."*

*P11: "In communications there is a male/female dynamic for sure and the Boys Club is ridiculous there. There is a Boys Club in this Ministry too. I don't fit in, but I have stopped trying."*

*P13: "Men support each other. Women don't support women to the same level. I have experienced some women who viewed other women as competition for a narrower pool of positions. Men pull each other up."*

*P23: "It's becoming more important to have EQ. But you can't be emotional - being excitable, sensitive, tend to be more feminine - the tendency is to view masculine traits as successful. "*

*P20: "The guys and the girls are different here - when you are a mom, you'll do anyone's job just to get it done. Guys don't do this."*

**Theme 20: Use the Leadership Network Initiative for mandatory leadership training that partners with the Gender Equity Office to build diverse interpersonal awareness among the leadership cohort. Topics with respect to issues of intersectionality related to non-dominant leaders from “othered” social groups (race, ethnicity, sexuality) should be included in this training.**

### ***Physical Appearance***

And finally, the thirteenth component to naming the problem for women in leadership is physical appearance. Many participants identified physical appearance has highly significant with respect to how others perceive their leaderships. Many women spoke to the concept of “executive presence” – or having the physical and personified package of leadership that outwardly expresses your capacity and success as a leader. With respect to physical appearance, certainly a distinction can be made between achieved and achieved status. Clearly what you’re born with is beyond your control, but this has implications on how you land in a room, the degree to which you are received as effective, promotable, properly poised for the leadership podium. This is a heavy weight for women: With so much emphasis on women’s social presence linked to their ability to build capital in their femininity through physical attribution, women have their hands tied. In a leadership world that rewards masculinist approaches, a woman cannot be feminine. The rules and restrictions for women’s physicality are like a McCall’s pattern from 1954 in a shoebox at the back of your mother’s closet: Don’t be emotional, don’t be too sensitive, don’t be too soft, results over relationships, command over collaborate, dress the part but don’t stand out – be neutral, be the blank page. To quote one participant, she said, “God help you if you’re pretty.”

*P10: “As a woman, you can only wear one sexy thing at a time. Not being sexy at the table lets you be a blank piece of paper and not a peacock.”*

*P13: “When you’re young, thin and attractive I can literally see people shaving IQ points off. Physical appearance is so important. Shift in demographics - we lost a generation because of hiring restrictions, I am on the back end of the baby boom, where you don't want to be. Heavy youth emphasis now. Would you look good in front of a camera; political/administrative hybridizing now.; I can't say that I have any experience or witness to this, but I have seen where people get more, or you can tell there is a tendency to favour someone because of the way they look. Not even so much about physical appearances - people are more engaging - the overall package.”*

P9: *"Less Cyndi Lauper, more Audrey Hepburn."*

P9: *"I had a performance appraisal once that said I have unprofessional hair. I definitely temper my appearance for my job. I think women have to spend more time and energy on their appearance. They try to be neutral. I have had to have conversations with women about inappropriate attire, cleavage showing. I am aware of this and I have definitely judged others about a sloppy appearance. I would judge men the same way. Do your fly up."*

P20: *"I do think that through large chunks of my career, women who overly focused on their appearance had to really prove their worth. People are thinking are you spending your time studying or are you spending your time getting dressed?"*

P25: *"There is a Public Service uniform - grey suits, reasonable shoes, practical shoes. Executive presence is important as is emotional intelligence. There is a first impressions bias about others' appearance - I have never felt uncomfortable or excluded because of the way I look but there is a part of me that says I need to present strongly in the first 5 minutes to bring credibility to myself. Age is a factor."*

P29: *"Part of me thinks my ED liked me. He showed an interest and then I got opportunities and that's how I moved up. It was innocent but part of me thinks if it hadn't been for him opening the door, I wouldn't have been I have been recognized in leadership the same way."*

P30: *"I've had a male leader call out how I dress at an executive meeting. This is an extra layer to women's progress - that they have to negotiate their appearance to navigate other people's judgements. I wouldn't know if a male wore the same pants this week more than once, but I could tell you if a woman has worn the same blouse twice."*

P24: *"I was always treated well at my first job because I always dressed the part. I think it made people pay more attention to what I have to say. "*

P20: *"I do have to think about what I am wearing - legislature versus in the regions - both have a uniform. I have to be careful about the way I communicate - I am conscious of changing myself and making other people feel comfortable and I have my own preferences and style, so I have to change. The guys don't have to do that much. I like nail polish but over feminizing is an issue in this context. It's easier for men to be physically comfortable. I worry about the sexualization of myself. If I had "let myself off the hook" in terms of my appearance more as a mantra then I would have had a different experience. What you wear speaks to who you are and where your priorities are at work."*

P1: *"I am small and short. Physical appearance matters."*

P30: *"I own who I am. The women look me up and down."*

P17: *“A woman should be able to wear blue lipstick in front of the Minister. It's more about what your relationship is in the moment and how are you participating in the meeting and how are you relating to the people and how are you recognize your role relative to what we are trying to achieve - that's executive presence. This is who I am.”*

To add another layer, age was identified as significant with respect to the degree to which women are classified as successful.

P25: *“There was a philosophy of earning your stripes. Older women with more years of experience had feedback that I needed to put time in before I moved forward. There was a little bit of informal - do your time - this is a huge disservice to the organization. It is long outdated. We don't have the luxury of grooming someone for 20 years. We actually need tolerance and comfort with risk to throw people into the deep end and help them swim. We need more support and flexibility. There's a culture clash there - we are looking for different leadership characteristics. Flexibility is huge. I don't care if you have 10 years of policy experience, you have to be good people.”*

P23: *“I do still think people see me as quite young even though I have been successful in difficult projects. You fully understand how you're leveraging things to get things done but people don't see that as a hard skill. There is still a perception of me being young. Physical appearance has a lot of impact. The perception of me is feminine, especially to the men. I can't help the way I look. I think there is a perception from women that men treat me better. I couldn't wait to be older so that people would stop treating me in a particular way. I'm just fun, people have me around because I'm attractive, and men do give me more attention. Women who don't know me, I get ups and downs. It's obvious. The first impression of me is rarely correct. Their perception of me is something I can't control. It is huge - the physical part. The inner dialogue is very different than the outer dialogue.”*

P21: *“I've felt there is an awareness about my age and gender. I moved up quickly. I have had feedback through review panels suggesting I need to round out my experience. This ties to my age. I am aware of it.”*

P29: *“Physical appearance - at the executive table I get respect, but it took time. I look young. What has followed me is the feedback of ‘when you speak, I listen’. I don't speak all the time.”*

**Theme 21: Use the Leadership Network Initiative for mandatory leadership training that partners with the Gender Equity Office to build diverse interpersonal awareness among the leadership cohort with respect to physicality and age.**

Naming the problem for women in leadership is at the foundation of identifying what is needed to build progress for women who lead in the BC Public Service. Analyses have exposed key areas where problems for women in leadership arise. To recap, the key areas are as follows: problems based in systemic functions – social and organizational, problems based in conflict, problems based in the LCR with respect to the GHLS, problems based in informal discrimination and abuse, problems associated with the LGC, problems based in introverted and extroverted tendencies, problems based in resources or lack thereof, problems based in the negative implications of female-to-female support, problems revealed in advice to women based in communication and confidence issues as well as authenticity and leadership tools, problems associated with expressing emotion in a gendered context, problems based in the burden of family, problems based in male advantage, and problems based in physical appearance and age.

#### **4. Heterogeneous Interpersonal Connectivity**

The fourth pillar on the conceptual framework is embracing heterogeneous interpersonal connectivity. For clarity, heterogeneous interpersonal connectivity refers to the diversification of approach in terms of how leaders connect with one another. One participant embraced heterogeneous interpersonal connectivity when she noted the beauty of hiring panels. She said, “left to our own devices, we would all make hiring mistakes.” As we tend to hire what we know, embracing heterogeneous interpersonal connectivity acknowledges the need to reach beyond the comfort zone of the in-crowd or the leaders who fit the mold. It taps into the reflective agency of the decision maker in terms of dissolving leadership homogeneity and its pervasive role in talent exclusion. This pillar is fundamental to acknowledging dichotomous characteristics of preselected leadership membership and it “outs” as problematic the othering of heterogeneous leaders. It also outs the role physical characteristics and appearance play in determining homogeneous interpersonal fit. This is very important, especially with respect to women who are members of non-dominant sexual, racial and ethnic groups in leadership. As one participant suggested, the first impression of a woman of colour, gay, or short – othering happens all the time. When we work in the construct of colonialism and patriarchy, we have a definition of what success looks like based on preconceived ideas of what and who belong in this ontological category. These strings are still there. We have intersectional issues when we look at how we define the impact of sexuality and race in leadership. The goal is to navigate away from the limitations of an oppressive construct and build progress through human interaction that embraces the diverse perspectives of others. This is the goal of embracing heterogeneous interpersonal connectivity. A total of 15 participants contributed to this discussion.

*P1: “Connections made by leaders who understand each other, especially in the case of introverted people are speaking a language. First impression of a woman of colour or of a person*

*who is gay, short are exposed to “othering” all the time. People of colour are not well represented in leadership positions in the Public Service. From a position of intersectionality, people of colour are obligated to function in a competitive school yard where certain stresses happen when there are different styles that may not be seen as more successful. Women rely on the interpersonal, so they can personalize the relationship in the context of work. Her perspective is from an outsider. Especially in homogeneous spaces of privilege, othered women are adept at letting certain things go. Women who get a lot in life have an assumption that things will go their way and when it doesn't, they are threatened.”*

*P3: “Listen to and embrace difference, use it as a learning opportunity. It’s important. It helps you understand cues about how others will react, I understand who I annoy and I’m okay with that.”*

*P5: “Partnerships with opposite leadership is really positive and often lead to friendships. I am mindful of women who need to be valued in ways that men don’t need. With women I am mindful of my softer people skills and I balance that with meeting people where they are. People like to hire who they are, women will judge that you’re not quite ready, too hard, too goal focused or you’re not collaborative. Women hold women to a higher standard and the same demographic leads this – if you’re part of the same demographic there is more judgement.”*

*P7: “People project all things, but you don’t see the messy parts; I am an extroverted person, but I need time alone especially in leadership. I get energy from people.”*

*P9: “What interpersonal characteristics are valued? If the leadership at the top is female, men are supported. I don’t think it is conscious. I think women might hire men and men might hire women. I would like to know if it’s the charming factor or being less threatened by the opposite sex. Who is bringing who in? I actually used an informal relationship to manage a difficult relationship – the best way was through her relationship with an attractive male. I manipulated her through this informal network.”*

*P17: “A mix of SME and generalists help.”*

*P22: “Executive presence shows up in different ways, but it is only manifested in a certain look and way of being. People who have a quieter style, male or female struggle to have their effectiveness understood and appreciated.”*

*P25: “Paramount to leadership is emotional intelligence and the ability to adapt. I pick up on social norms, organizational nuances, there are some amazing leaders that are open and embraced in leadership, you have to find your niche, if there are things that are not working for me I can make it better. I don't feel like I have to conform to a certain style of leadership and I will show up differently in different circumstances.”*

*P5: “As an introverted person, I train myself to interact with people.”*

A participant from the natural resource sector had an interesting perspective with respect to heterogeneity in leadership:

P10: *“There are not that many women in the natural resource sector so the small groups of women who work here support each other. We introduce each other to people, share information and are inclusive at meetings. These are women who help each other and embrace each other. I need to do this too. It’s really important that we build each other up in this environment. There is an attitude that you can’t be a good leader if you haven’t grown up in the Public Service. This is an attitude embedded in the culture and people leave as a result.”*

P10: *“People who are more collaborative are not always valued because in my organization nobody has that at the top. It’s part of the culture. I am a chameleon, but I have learned how to play in the Boys Club. I don’t really like myself there and I don’t want my team to see me doing that because I don’t think it’s healthy and it’s disrespectful. Some of the best senior leaders have left because the culture didn’t value what they brought, and this includes men. Most of them couldn’t fit into the culture and left.”*

One participant from the justice sector indicated her tendency to hire people like herself in terms of the values they bring to leadership in the Public Service, but she notes she also values diverse perspectives:

P19: *“I look for people who are similar to me from a leadership style and perspective, but they are also usually people who need to see who they are inside, people who catch on quickly and I can tell they are absorbing, getting it and analyzing very quickly. As an extrovert, and quick analyzer I have had to learn to give people room. I stop talking, endure uncomfortable silences and eventually someone will say something amazing. I like people who don’t take things too seriously. You need the masculine and the feminine, introverts and extraverts, yellows and reds, you need everyone.”*

And finally, the perspective on interpersonal heterogeneity in leadership from central government is similar:

P30: *“I change according to the nature of the engagement I have in front of me. I am participatory, assertive and directive in a crunch time. I believe success is collective. I am people focused, and not fussed about creating silos. I tend to delegate, trust my staff to deliver and am open, transparent, approachable. I am red and green, much less yellow. This is unique. I look for the pieces I don’t have when I build my team, so I probably stand out because of that.”*

P2: *“We have a habit of hiring people like ourselves. We need to embrace difference because it’s good to be different. We like a certain kind of duck and there are a few that are extroverted;*

P18: *“I look for people who have different skills than me. I think we are more inclined to hire people like us. You have to make a conscious effort to hire someone different. Left to our own devices we would all make hiring mistakes – that’s why hiring panels are so effective.”*

**Theme 22: Revisit hiring and cultural practice guidelines with a focus on applying a GBA+ approach to internal policies and processes. Topics with respect to issues of intersectionality related to non-dominant leaders from “othered” social groups (race, ethnicity, sexuality) should be included in this analysis.**

## **5. Transparent, Diverse Leadership Fluidity**

The fifth pillar in the conceptual framework is acknowledging the importance of transparent leadership. This is what I call “leadership literacy” – which is the ability to understand with clarity how a person leads up, down and across all areas of the organization. The degree to which a person has transparent leadership enables fluid leadership literacy from key people and groups in the organization. This in turn builds integrity, trust, honesty, efficiency and good ethical practice. For example, a leader who leads from a collaborative space of leadership and who focuses on developing relationships with staff will commonly have very good Workplace Engagement Scores (WES). This suggests her focus is on development through a broad range of leadership tools that engage and empower the people who report to her. By all accounts, she is perceived as successful and as she manages up, her own supervisor has a good read – leadership literacy - on both the “what” and “how” of her leadership success. Contrarily, a leader who has difficult relationships with staff because of a leadership style that alienates people, diminishes agency, is or comes across as disrespectful, is overtly directive, unkind or sometimes abusive and/or discriminatory may have very poor WES scores. However, many leaders who use a more directive or controlling approach are extremely effective in terms of achieving results. In this circumstance, as the leader reports up in the context of achieving results, her supervisor may not have a visual on the battleground behind her where her staff lay lifeless in a field of interpersonal debris. Her supervisor, in effect lacks leadership literacy. Leadership literacy brings clarity. It exposes blind spots. It also breaks down silos between leadership members across government where individual efforts are privatized, and relational impacts are shushed. In essence, the privatization of leadership stops the exposure of strategic exchange where poor leadership practice is protected, and barriers to heterogeneous interpersonal fit are solidified. At the same

time, many women have acknowledged the importance of being able to move along the LGC strategically. The degree to which a woman in leadership must be fluid in her leadership in the context of the LGC, speaks volumes as to her ability to navigate the diverse spectrum of relationships and circumstances she faces as a leader. For example, a leader who is stagnant on the LGC as a feminine leader may struggle in her capacity to achieve results. On the contrary, a leader who does not shift from masculine leadership may struggle in her capacity to maintain good relations. Many participants had an analysis with respect to transparent, leadership fluidity. In fact, a total of nineteen participants had an analysis as to its impact.

P3: *“People appreciate accountabilities through leadership clarity, if you don’t have that communication you have alienated staff. A management structure is in place for a reason but there needs to be communication around when to escalate up. There’s hierarchy but I am open to feedback on communication and what’s not working.”*

P13: *“I have been told you can’t be a good manager and be a good leader. This was a prevailing view that if you focus on the management you are not being a good leader. You have to be able to get the best out of your people, your resources. You have to be able to move between – you can’t disassociate the two. I think it is better than it was but sometimes you still see people moving through because they are strategic but the carnage, they left in their wake shows poor management.”*

P3: *“We need to be transparent about the different roles: what is a Director, Executive Director, and who’s making the decisions?”*

P1: *“Good leaders adapt like a pendulum to other leadership styles on the continuum. Intuition plays a huge role.”*

P3: *“We have a responsibility as a manager of people, and nobody tells you the difference between a Director and an Executive Director. A Director is hands-on. An Executive Director is directing the corporate agenda. As an ADM all of a sudden, you’re dealing with more issues and issues management. We are most effective when we all work together and when we know why we are there. As an ADM, nobody tells you you’ll be on your own because your team isn’t around you. So, there’s an element of adjusting to leadership as you move up as a leader. You need to recognize that your communication style needs to change as you move into leadership roles. For introverts and extroverts this is distinctively different because from a leadership point of view you have to adjust your communication and how you give direction. Some people want to see it on paper while others want to hear it verbally.”*

P8: *“What you put in the bank you get back when you need it. I have enough invested that I think people know there is a reason when I have to become command and control.”*

P9: *“You are on a very visible platform where people will judge you – the tone of your voice, what you wear, what you say, your hair. You have to be aware of how you land.”*

P12: *“Are you willing to be humble and aware of your impact? As an ADM, you have to get it right. If you don’t get the little things right, they erode your leadership over time.”*

P18: *“You have to be able to change your style depending on the situation you’re in. You have to draw on your toolbox. If you’re a one trick pony you will find yourself in a situation where one attribute won’t work.”*

P20: *“I would say there are way more women in positions of power now and there are way more different types of women. I think there is a particular professional model across the board. Today we have more diversity among women and there are more ways to be a woman in a position of power. Earlier I was given a path and told to follow that path. There was only one way. I don’t have a lot of conversations with other women. The workplace should feel like a place where people can do their work. I have never really thought about it as a gender issue but rather from a human rights perspective.”*

P24: *“There is a right time and a right place for my leadership skills.”*

P28: *“I can put myself on the continuum, but I slide across it. I am probably recognized for getting stuff done, no drama.”*

P23: *“When I champion women, I look for potential, highly adaptable, can roll with the punches, comes from an innate ability to understand what’s going on in the room. They don’t get defensive. They take criticism in stride. Thinking in work is evolutionary, it changes. That takes someone who can adapt quickly and depersonalize it. Respect what you don’t know. You can put these people anywhere. And they usually have a great sense a humour.”*

P24: *“I swing both ways on the masculine-feminine leadership continuum. Sometimes I find people don’t know how to implement, how do you identify the good ideas and then filter them into implementing? Empowering people who have good ideas to get stuff done requires putting things into a framework that makes holistic sense. That’s hard to delegate. Part of my goal is to teach people how to do stuff that I somehow intuitively know how to do.”*

**Theme 23: Apply a GBA+ approach to policy and procedural changes with respect to performance reviews, transparency and multi-directional leadership culture oversight.**

## 6. Hierarchical Opacity

The sixth pillar on the conceptual framework is hierarchical opacity. Hierarchical opacity refers to having a level of blindness to hierarchy in interpersonal interaction. Recognizing the value of hierarchical opacity means embracing engagement practices in relationship building that supports the advancement of people in leadership. Hierarchical opacity not only means having an ignorance to the rules of hierarchy in the context of organizational relationships, but also embracing practices that support the championship of talented people who are impacted by hierarchical organizational limitations. Hierarchical opacity opens the lines of communication and builds trust, it enables collaboration and fosters growth. Hierarchical opacity also builds value in honesty, integrity and authenticity while elevating the human element in organizational social engagement. This is not to say hierarchy has no place in the organization. From an operational perspective, hierarchy functions as a processual framework for efficiency. It's there for a reason – and it's a good one. But when the function of hierarchy blurs the boundary between the operational and relational paradigm, hierarchical opacity is paramount. In terms of gender, as one participant suggested, hierarchy will prescribe the dominant culture in the room, and when the dominant culture tends to be masculinist on the LGC, hierarchy supports the diminishment of relationships in feminist leadership. A total of twenty participants had an analysis as to the function of hierarchy and their position with respect to how they value it.

P1: *“Hierarchy will prescribe what the business culture will be, and people go with the dominant culture in the room. Masculine culture is concrete, sequential, results-oriented, well defined, we are here to do business.”*

P9: *“Some people wear their title.”*

P29: *“Hierarchy is very present so the minute you have a title you get the respect.”*

P15: *“When you're in a rank structure, a lot happens behind your back. I hear things third hand but never directly to my face.”*

P19: *“I am in charge of a very hierarchical organization. I have to be careful – they have a very prescribed process and I have to be seen as respecting that.”*

P17: *“There are some Ministries that won't share work. It's veiled in “this is confidential” – the more hierarchical Ministries are, the more they are like this.”*

P11: *“Government is a triangle, not a circle.”*

P14: *“I don't respect the hierarchy, but I build more of an open culture. I will make a phone call if I know the person or reach out directly. I never do it in such a way that the hierarchy is not*

*kept in the loop. Hierarchy can lead to bottlenecks, so you just can't follow those lines all the time."*

*P5: "Never be the bottleneck in terms of decision-making. We are a hierarchical organization, I respect it. There are informal ways to get around hierarchy, like a briefing of cabinet committee meetings after the meeting with all staff. I find an open way to share information. Staff from other Ministries will also call in to get the information. I encourage my staff to bring their staff to a meeting with me. I like to have skip-one meetings. I have been told I am intimidating but I am results-oriented, and staff feel they need to be prepared."*

*P23: "I have a flat leadership style – I don't know if that's my preference but micromanaging drives me crazy. The process is very iterative – I am not concerned with 100%, we rapidly design things and wait for it to come back. You can't have hierarchy in an environment like that."*

*P8: "Everyone is equally valuable from the janitor to the Deputy. To hell with 'if you want to be like so and so, you have to hang with so and so...' That's taking the long road. Hierarchy is there for a reason but it's not for power. There's no excuse to not be kind."*

*P27: "My title is so hard to live with. My title enters the room before I do. When your title enters the room first so you have to try to undo it so you can be a human in the room and have the conversation."*

*P4: "I have an open door on leadership, I want to help people, so a decision can be made. Hierarchy exists for decision-making. I try to have personal connections with staff regardless of title."*

*P17: "Rather than hierarchy, I will create teams. I don't have the answers, nor should I. I rely on expertise. Everyone brings value and I like to help people develop."*

*P12: "I learned the names of 500 staff. I had people crying because nobody had ever taken the time to get to know them. It was very powerful."*

**Theme 24: Deliver education and cultural training in the "Role of Hierarchy" via the Leadership Network Initiative.**

## **7. Safety, Vulnerability, Authenticity**

The seventh pillar in the conceptual framework is promoting a culture of safety, vulnerability and authenticity in leadership. Safety, vulnerability and authenticity in an organization references the

degree to which a person in leadership feels safe in her role to be who she is without the threat of interpersonal emotional or mental injury. The three concepts are intricately linked in their promotion of safety in human integrity and vulnerability. It means a person can make a mistake without being socially stoned across the leadership organizational landscape. It means humanity in emotive expression in leadership is culturally embraced. It means freedom to say, “this is what you said. This is how it landed. And I am not okay with that.” It means safety in the support for women by men and women by calling out cognizant and unconscious masculinist communicative tactics that diminish a woman’s leadership space. It means establishing a collective conscience for patriarchal and colonialist approaches that homogenize and exclude diverse talent on the basis of gender and the intersectional complexities of that paradigm. It means dismantling the Boys Club and the interactive banter, processes and practices that normalize it as a pervasive, oppressive organizational institution in its own right. Of course, this is just to name a few. Why is there a tendency for women to move jobs when they are being sidelined by a discriminatory interpersonal leadership practice? Women do not need to fall on that sword: The organization has a responsibility to account for that tendency. The promotion of safety, vulnerability and authenticity supports the projection of a woman’s agency in this context. It supports public, noisy culture change for the consequences of the negative impact of oppressive masculinist leadership practices. A total of twenty-four participants had an analysis as to the impact of safety, vulnerability and authenticity in leadership.

*P29: “Men don't own their vulnerability. Women do. We are going to make mistakes, we are authentic but then we are seen as needing more time if you are vulnerable or you don't have the confidence. You need to “build a thicker skin” and not be affected by the relationships. If you take things too personally or emotionally there will be judgement. Showing a little emotion is reasonable but you don't want to be the girl crying. If you're crying in the bathroom you've gone too far. You don't see men do this. Where I have seen women go down is where she is emotionally responsive and seen as hysterical. If men get angry, they are seen as a good leader.”*

*P7: “It’s not a kind environment. It’s a pressure on delivering environment, fast pace, lots of shades of grey. These jobs are not easy. It’s stressful, lots of issues management. Don’t choose these jobs if you need work-life balance, women are affected even in the most progressive homes. Lots of professional satisfaction but you need to have thick skin and resiliency. Often the politicians are not happy and sometimes they are not respectful. If you make a mistake – generally speaking, we are structured in a way to minimize the impact. Innovation happens in risk taking but generally government is risk adverse. Nobody likes making mistakes and I prefer not to but lots of times the pace that we move at lends itself to making mistakes.”*

*P15: “I have a short tolerance for women crying. It doesn’t influence what I am going to do. It is what it is, nothing will change. Men get uncomfortable when women come back from maternity leave, requests for certain types of accommodation. I have managed in high stress work environments – I have done it. Men worry about saying things offside in a union environment*

*especially. I have become so equipped to be “emotionless” and I don’t get overly personal so there is always that barrier. I don’t let it all hang out.”*

*P10: “I don’t feel particularly safe standing up. I was asked by a senior male leader if I could get their consultant a glass of water. We need a safe place to say that’s not okay. I have weaknesses and challenges and that’s okay. I can be myself. But how do you feel safe having difficult conversations with people who are inherently biased when they speak to you?”*

*P9: “I have lost friendships and severed ties because my title is perceived to override my person. My biggest challenge is that you get defined by the title. People I was friends with assume I have somehow changed because I am in a leadership role. I have had to sever relationships with women because I could not have a social interaction with them without them bringing me down. I tend to be in relationships with other women in senior ranks. My female executive colleagues don’t have the same friends as they started with too. I haven’t lost my male friendships. Female relationships are harder to maintain. I go out of my way to not use my title. You have to be willing to self-reflect which requires being vulnerable.”*

*P20: “I am safe here. You can’t be messy but increasingly it is less and less of an issue to be vulnerable. Part of that is culture change, part of that is I care less. I am safer because of my position for sure, but my teams have expressed different learning styles – mental illness, dyslexia – I have been able to work through those things in a way that has accommodated and allowed for inclusiveness. That is why it is important to call it early on. We do have a few individuals who have a bullying style. We have had people call it out.”*

*P17: “I am really up front with how I work. When something doesn’t align with my values I will speak up – I think this is a feminine trait. If it was about the work, it would be a masculine trait. Women are about the people. This Ministry is safe and inclusive. There are kind people. This becomes part of the fabric of a workplace. Some Ministries you grow up in, like Health – the scope of the branches is narrow and deep. SMEs and no corporate awareness. Very little turnover from outside of the Ministry. Having a culture of safety in making mistakes is a feminine quality. There are more leaders willing to show up that way, being open to changing your position, it’s an arrogance – men compete with each other that way. I think there is still that kind of banter that goes on between men.”*

*P21: “Someone may say they are not command and control but still march ahead. In some respects, this is harder to deal with. They say they want to lead collaboratively but don't. This is hard to deal with. The Deputy to the Premier references the three C's - collaboration x3. This is the culture but is it authentic? I tend to deal with issues around this square on. When collaboration is elusive it makes us both look bad.”*

*P16: “Men are very cautious with the Me Too movement and trying to stay carefully in the box. Women are more willing to be authentic. There are situations where your gender is apparent - we had a session for leadership engagement, all Deputies were asked to participate. There was a panel where we were talking about our pathways to our current roles to show there are different*

pathways. One of the questions that came through from the audience was curiosity about failures. I answered the question, and then over lunch heard feedback that it was the two female deputies who were willing to speak about their mistakes. Then in the afternoon, a couple of the male deputies were put on the spot about failures - one of the males was forthcoming but the other deputy skirted completely around it. In that dynamic people notice that it's the female deputies that speak up. Male deputies also wouldn't acknowledge difficult Ministers, while females would. There is a willingness among women to be vulnerable.

P2: *"I have to be careful about my exuberance because being this way tends to marginalize people."*

P6: *"When there is a velocity mismatch you have to address it in a way that is not condescending. If I know the person well and their personality, it works to be honest."*

P5: *"I maintain contact with a cohort of female colleagues to share. Learn to be comfortable with "I don't know". We are all going to make mistakes but how you work through it is what matters."*

P4: *"Needing personal support is okay. Women find their people, and the freedom to be themselves. Unfortunately, there is time and allowance for overshadowing others – but we have the space to be diverse and different. We have to work together when a man is being louder. It's okay if it's collaborative but it's not okay if it's not and we have to take it offline."*

P8: *"Create a safe place to have conversations that are sensitive, women need to be okay with being vulnerable in this environment. Be real, mess up and fess up, own it. Admit when you are wrong. We don't need to hide our flaws. We are just humans trying to make it. Imposter syndrome – climb inside for a day: we all have it. It's okay."*

P16: *"You need EQ. You can be a leader and still be honest. When I first started in this role I was feeling my way, so I was a lot more directive. It just didn't feel right. I feel I can be vulnerable with some of my leadership team. I probably don't feel I can be as vulnerable with the people who are hierarchically above me. Maybe it's because I don't know them. I am cautious. I think you have to be confident to be vulnerable. Those who lack confidence the most are the ones who are the least honest. I go to my Deputy when I need help through something. I have women who I go to too -just one or two. Not a big group."*

P1: *"We need to support other women and look for opportunities to mentor or help move them into a new position. Build collegiality, engage and build trust. Social media opens the door for this – because what we share is seen."*

P3: *"Have a network of colleagues to call when you don't know what you're doing. Pick up the phone and be receptive of others, help each other, have a trusted circle. I have about 8 people in mine. Let's think this through together, what have you done, who have you called? The network. It's like a family – some are cousins you don't like. It's okay to say you don't feel like you fit in,*

*feeling like a little girl at the table or a little sister, that you don't belong there. Especially the case in the justice sector or traditionally male dominated sectors. Say you're struggling, ask for help, reach out to people, ask for an executive coach, ADM cape badges – courage badge, great job badge, building confidence."*

*P12: "I have trusted 10 - 15 female colleagues and there is a lot of communication through text, phone calls, informal channels. I have a "good guy" list comprised of both male and females. You need that. The further you go up the ladder the lonelier you get. That trusted network, I rely on those people a lot. The behaviors, reputation, how you are perceived, that alignment of values, always care about your feelings, needs of the organization ahead of your own, integrity, my little group has men and women, but it is primarily women. I think it's that shared experience, people I have worked with for many years, they all have the same value system, none of them are command and control types, all people who are interested in how to create a good environment, others oriented, social – eating in a social environment. Good judgment. Very common to have a network of people on your speed dial."*

*P21: "I think there is more female tendency to speak truth. I am careful about where I do that. I would only have a conversation like that with a select group of people that I trust. Culturally, it's a tolerance for risk – we can't be innovative without taking on some risk. If we are not tolerant of thoughtful risk, then people are just going to maintain the status quo. There has been a lot of talk about this. But is it just talk? Yes, some of it."*

*P21: "Recently, the Deputy shuffle was a surprise to me. That worries me because it makes me wonder what was going on behind the scenes. I think it does allow for vulnerability to a certain extent, but I think there is room for improvement. The uncomfortableness is that I don't feel I have a window into what happens behind closed doors both politically and in the Premier's Office. We all ask informally - what are you hearing? What's your vantage point? You have to be able to trust the other person. We don't do this as a group and that's where the unsafe feeling comes from. I have my key people that I reach out to. Some of the decisions have surprised me. I don't know what is happening in the realm that I don't have a window into. I feel like I am intuitive but still it's not all clear. The tolerance for risk and for making mistakes have been described since day one under the new government. But when decisions are made that I don't understand I get worried. Where's the transparency? There is no transparency in terms of why."*

*P25: "Start meetings with trust and connection, an indigenous world view, I have always thought of this as a motherly female trait, but I am not sure it is. Business is only one component of someone's whole life. Elders and Indigenous educators from across the province come together and intentionally open every meeting with that check in - what a world of difference, enabling that in the agenda made. Sometimes I feel like that is just seen as fluff. What a lost opportunity – when we attach everything to time and results. When we start with building trust, and connection, not just launch into business there is so much gain. How do we talk about moving a business idea together if we are not connected? What a world of difference, this recognizing of people as whole."*

P26: *“More people will self-identify if we create a safer environment. Humans give each other permission to be a certain way especially if the only example of women in leadership is aggressive, etc. There was a time in my career that I was like that - command and control - I was grumpy all the time at home and at the end of the day I said I just don't want to do this anymore. I had a complete shift in my career. I wanted a different energy and when I really owned what I wanted to do my career took off. Suddenly I wasn't striving to be there. So, when I see other women being authentic and gracious and lovely to staff, it gives me permission to relax and be myself. I have a responsibility to show up that way. That's a powerful thing - women showing up in an authentic way, relaxing a little bit, having a sense of humour. We need a lot more of those on our executive.”*

P30: *“Women need to be encouraged to show up authentically. Being able to make a mistake - there are Deputies I have worked for where I am okay with saying, “I don't know” and there are other leaders where I would absolutely never do that. It is completely linked to trust. You have to assess the interactions you're having. I am fairly intuitive - who's going to be good with me being vulnerable.”*

P30: *“In a bigger group setting I don't know if I will ever feel comfortable. There are too many dynamics. There is room for flexibility in terms of building an executive that is open to vulnerability. The long serving leaders and the men feel safer. I want to bring us all together and understand our dynamic.”*

**Theme 25: Utilize the Leadership Network Initiative to share leadership values specific to women and/or issues that impact women in terms of the gender leadership continuum. This is an opportunity to address leadership safety and transparency in championing women who bring and promote authenticity in their leadership role.**

## **8. Broad Initiatives for Change**

The final component in the conceptual framework is championing broad initiatives for change. Change is linked to the holistic objective to expose the problem and propel a cultural shift in terms of gendered leadership and its impact on women in the organization. Change is analyzed in terms of two broad categories: systemic changes – including all those changes related to colonialism and patriarchy; and organizational changes. Organizational changes are further broken into eight categories: key decision makers, promotion of and celebration for a cultural shift, nuanced training, performance reviews, resources, coaching, mentoring and championing, public efforts for interpersonal awareness, and finally, network.

In terms of systemic changes, one participant suggested the Public Service needs to recognize the concept of colonialism the its interface with the systems we operate in:

*P1: "Recognizing the concept of colonialism and the power dynamic we put around the systems we operate in. We have a definition of what success looks like based on an archetype built by a white guy in 1803. Intersectional issues arise. We all carry this inherent need to "other" and we need to challenge it in the acknowledgement that diversity can bring strength to the Public Service. Three to five years - sea change in what people will accept, Me Too movement, we live within a global connective culture and share experiences in a social media world. Diverse working group of women - who are you reporting to? What is the social, political, employment construct paradigm? Colonialist. All culture change is going to be biased. WE need a flat environment for analysis. We are part of the system. The system is problematic. We need to challenge the system and how we analyze but the public service needs to be flattened to start again. Policy change requires diverse perspectives. Cross ministry in addition to community engagement, authentic dialogue. Our approach to addressing barriers - look to outside the system to understand what needs to be done. We need authenticity. We need to consult outside of government."*

And in terms of patriarchy, references to change were based in balancing gender representation on Executive and making an intentional effort to hire members of non-dominant social groups to leadership. Changes were also recommended for the establishment of more modern and progressive policy for the accommodation of children and familial responsibilities.

*P26: "I go out of my way to support other women, but I also support men. I have an equal number of men that I mentor. I think where I am, there are more men than I am used to - 60/40 men to women. Maybe not as dramatic as other ministries. The men here are more traditional generally speaking. There is not sufficient representation on Executive. I'd like to see that change. Executive appointments across the organization evoke preferences when we have a number of qualified women come forward. There needs to be an intentional effort to hire Indigenous, women, transgendered, disabled, etc."*

*P30: "Some women choose to have children and families - the bulk of that work falls on women. How can we create an environment that recognizes and supports that? Retention of good staff - coming back after kids - how do we create policies that allow managers to come back? There are many women who would jump at that. This is a great tool for recommendation. To help working moms. We shouldn't have to contribute at a lesser level if we choose to have kids."*

With respect to organizational changes, many participants referenced the role for key decision makers in terms of propelling tangible and meaningful change. Three participants made these recommendations:

P9: *"There is conversation amongst us, but are the leads in the Premier's Office acknowledging the conversation? Is the Deputy to the Premier doing something about pay equity?"*

P27: *"There should be a process to performance manage leaders who are jaded, and project mean girl behavior especially if it has a long history with the organization. It's very challenging and there is a need for change, but the system structure won't allow it right now because another organization placed a moratorium on making organizational changes that impacts what we can do."*

P28: *"I don't know if you could ever do anything more formal. Raising the issue and having a platform, lifting it up might be a good place to start and from there something might grow from it. It may be we are doing stuff that we don't even know what we are doing. We need to start with a conversation to build the discourse."*

Many participants had thoughts in terms of change that would promote and celebrate a cultural shift in the organization. Some participants made observations with respect to the need for change in a particular area while others had specific ideas for change. A total of fifteen participants had an analysis.

P3: *"We need to share hierarchical structures with a rationale as to why it's in place and who does what. Hierarchy for logistics, not for power."*

P5: *"When there are issues between leaders, as a leader you can't let it impact your staff."*

P6: *"When people follow you, it is indicative of good leadership."*

P6: *"Assumptions are made about women - that they are their male colleague's assistant. Assumptions made about how you got there. This needs to change."*

P6: *"There are subtle ways to figure out what people need so you can give it to them. We need to see something specific about women's leadership development because I think women need different things than men."*

P7: *"We could do a better job of supporting people."*

P7: *"We can improve the environment we work in, not sure how to do it. A kinder gentler place to work is good for everyone."*

P8: *"There is a perception that you need to be harder or tougher. We need to dispel that myth. We need to create a brave enough culture to call out abuse. How do you instill emotional intelligence when it's a learned behavior? If you don't have it but you try to have it, it doesn't feel authentic. We need to create space for sharing we are willing to be vulnerable, course correcting,*

*we need to be brave enough to recognize the good behavior, but we also need to take action on the inappropriate behavior. How do we empower? How are we going to move forward without it being a catastrophe first?"*

*P10: "There is an opportunity to change the culture by bringing more people in. BC Wildfire Service has a hazing culture - a woman ADM was brought in to change the culture. Chief Forester is a woman - so you get these placed people where having a woman in these traditionally male dominated roles is strategic. Recruiting women: It takes critical mass because when you are fighting it alone it's hard. Whenever I am in a room, I have to fight to get them to talk to me. They either talk above me or below me because they are all men. We need to remind women who are leaders that they are a beacon for people like me. Don't sacrifice who you are what you stand for. We need open and transparent ways to share experiences in the natural resource sector. But it has to be safe. We need a formal mentor system and having someone take you aside and show you the ropes. We need a Big Sister Club, a women's "collective" in each ministry. We need innovative ideas around hiring leaders of the future - reach down and involve the younger generation into the recruitment process."*

*P11: "I like Indigenous circles instead of triangles. Government is very triangle. Being in circle and balancing that with government and policies and needing to move the work forward is critical. It takes a village."*

*P13: "Characteristics that are rewarded include confidence, although it can be threatening. There is nothing worse than working for someone who believes in hiring people not as smart as they are. Good leaders reward confidence. It's great to be able to help people."*

*P12: "Don't punish people when mistakes happen. We will move on and have better results. I overtly support women. I understand. I mentor women and men but only if I see the potential through collaborative leadership. There is a perception in terms of time management that when you come into leadership you don't get a life. But if you figure out how to build a good team then you can have a life. Command and control isn't going to work - it just creates work for you."*

*P19: "You don't have to climb the ranks anymore like I had to. So I try to identify leadership potential, the profile you gain, your reputation. It's about what you do with your time. Women don't self-promote. They don't own their achievements. I wouldn't be where I am if it wasn't for someone pushing me and encouraging me. I wouldn't be here."*

*P20: "As a nation and a province we have not created a safe place to support a woman taking care of family. I thought I was stuck, unable to advance my career. How do we support women doing both jobs? How do we do that effectively?"*

*P20: "We always hear our choices are to report it or walk away. Actually there's another way. You can address it yourself. There's a gap between the truth and how you are behaving - if something isn't okay and we are not talking about it, we are not dealing with it. In a work*

*environment it is often the supervisor who is left dealing with it. You're allowed to say this isn't okay for me. You have to do it respectfully, but you can address it yourself."*

*P24: "Government is a very small place. I was more direct at times, opinionated and forgetting to listen more carefully. Those are things you do when you're a young leader. Any new leader would benefit from storytelling. The importance of being prepared - why are you doing this, why are you recommending this policy, basic things like that could help a lot of people who are tipping on whether they are leaders or not. They need a mentor. We need more good people showing people how to be a good person and become a leader. We need to promote the leaders who are kind to people, and we need more visibility around how and why people are being promoted. Be cognizant of how you're saying something. I am interested in growing new talent. The ADMs who are being unkind are well-known. It's not just what you do but also how you do it. If you fail on either axis you're gone. As the world is shifting, we have to be an employer of choice. We need to recruit better. The Old Boys network is probably alive and well. The Old Girls network is probably developing. "*

*P25: "How are people showing up in true supervisory roles and WES? We need to make some true paradigm shifts in terms of work-life balance and partnerships and what happens at home and create some space for that and have the conversation on how to support this. Every word that comes out of my mouth right now can either strengthen our relationship or damage it. I think sometimes we are a little too robotic with the business, the business, the business, deliverables. I think we need to create space to build a connection even in our regular meetings. The ROI in that is huge. I feel like there is not a lot of patience or tolerance for that. What is powerful about this is at the end of the day, who cares what my title is. Who am I really? This is an Indigenous worldview. Men and women are equally connected to family, land. This is embedded in culture."*

Some participants identified the need for nuanced training that is innovative. Specifically, six participants acknowledged the need to change how the Public Service delivers leadership training.

*P3: "Leadership courses are not authentic. We are not interested. They don't do a good job actually showing how to lead. Leadership programs don't have a practical component. There needs to be more informal formalized leadership training."*

*P4: "Training is always a good thing. In the Public Service it is very much looking at your weaknesses and becoming average. I don't want to be vanilla. We need training, a mindset of knowing your strengths so that we can invest in strength finders to understand how we are leaders and better in a team environment. How can we have more of that to understand our own strengths and an understanding of what doesn't come more naturally?"*

*P16: "You can be directive and emotionally intelligent, but it is learned. More women need to be encouraged to be confident. I am outspoken and sometimes I leave a meeting thinking I should have put a filter on. I often find I am the first one to speak up. It hasn't held me back. It*

*sets me apart. Women need to stop prefacing comments with "this may be stupid but..." It's an effective tool with men. Women are strategic this way. As I get older I do better with risk. Women need to work on their communication. The system needs to out that."*

*P22: "One place where there would be benefit is acknowledging executive presence shows up in different ways, but success only manifests itself in a certain look and way of being. So, people who have a quieter style, male or female, struggle to have their effectiveness understood and appreciated. Reserved or less assertive people are passed over."*

Some participants identified the need for improved processes for performance reviews. Specifically, five participants acknowledged the need to change how the Public Service manages the performance of its leaders.

*P3: "Peer review committees – this is when we hear what is good and bad about us in front of our colleagues and Deputy Minister who then provide feedback. Extroverts are less penalized for their leadership."*

*P8: "Transparency, standards of conduct, values, leadership behavior - words matter - the management of behavior – this is the process that needs to be figured out. Rewarding, course correcting or off boarding people who are unable to espouse respectful effective leadership. In terms of ADM leadership - how are you getting it done? Currently you have a one-on-one with your Deputy Minister, then presentation to all Deputy Ministers, and then WES scores. The question is, is there a gap around making it a 360? What's the validation tool? Currently you report on what you will deliver but nobody asks staff how that interface was with the leader."*

*P14: "Performance reviews that are 360 - we need a way to hold people accountable to the leadership expectations. Online 360s are good as well, but if you want to build an executive cohort you need to talk with the people who these people work with. With women it is sometimes more insidious and it's not so obvious. It's very subtle so it needs to be pulled out. Hold people accountable to leadership expectations in a formalized way. If they want to build a cohort of people who have those skills – they need to show how they are being respectful and kind."*

*P26: "We need an anonymous monitoring and reporting structure for leadership behavior."*

*P30: "One of the trickies is that when we talk about performance management, that's your boss giving you feedback and you evaluating yourself. When we have masculine style leadership, and you are able to manage up well, you are going to be successful. But meanwhile you may have staff that are miserable or trying to find other jobs. So the problem with the system is that some of this behavior goes unseen. We need to talk about who should be involved at that point. I have been shocked that certain people are still around, they manage up really well and get stuff done and we don't value the how. There's a dollar value put on churn - there are systemic things we can look at. Men need to be part of this discussion. Women have to be taken to task*

*when they don't show up the right way and they need to be encouraged to show up in an authentic way. They need to be not trying to prove something.”*

Some participants identified the need for improved access to resources. Specifically, participants acknowledged the need to improve access to resources to establish a quality leadership cohort.

*P3: “Mentor people. Find time in your calendar. We need a formalized PSA time allotment for this.”*

*P5: “Be accessible for time with your boss and have standing meetings. Ask staff for feedback. Learn to manage versus doing the work. The organization only works if everyone is leading from their point. Create time and interface with the Minister's Office. Help the leadership cohort learn by doing.”*

*P5: “There are a lack of resources, where I have seen people promoted and they are really bad with their staff. The Public Service sends the wrong signal. It's not clear how I can contribute to that. They have disrespectful, bullying, swearing, behavior. My experience with two women – one in particular - she produces results but she's nasty. High turnover is common, but some staff stick it out. A 360 is necessary but I haven't been able to contribute.”*

*P5: “What I heard was, ‘most of the other executives are either useless or mean’ when I suggested she get a mentor. This is something we should talk about in a group possibly characterized by succession planning. We need to send a public signal to the other women in the organization. The natural resource sector has a very important perspective on this.”*

*P1: “Support other women. Look for opportunities to mentor, help move them into a new position. Build collegiality, engage and build trust. Social media opens the door for this – what we share is seen.”*

*P8: “Elevator conversations for introverts are difficult. If you get it wrong, there's the witch attribution and you can't correct that. Women are impacted by this more than men. Women and men are not equal in the elevator conversation.”*

Some participants identified the need for improved access to coaching, mentoring and championship. Specifically, eleven participants acknowledged the need for better access to coaching, mentoring and championship resources.

*P3: “Who's your mentor? Let's get you paired with a seasoned ADM. The PSA needs that. Right now you're on your own to figure it out. If I were an introvert I don't think I'd do it myself.”*

*P9: “It's good to have a buddy system. I think it would be great for a new person be assigned someone to help her. Linked up with a career coach, not a the very highest part of the organization, that person is with you to help you navigate the organization that follows you*

*through your career. Empathy to some of the challenges you might have. That network is important to women and men but in different ways. Having role models.”*

*P18: “The Public Service has changed. It may not be 50/50 right now, but the percentages of women in leadership is high. Women are coming to the workplace and being who they are. The workplace needs to accommodate whatever your style is. This evolution brings more space for women to be leaders and room for more modelling. I see that more with younger women. Millennials have different expectations. The age demographic is starting to shift. It is an obligation that I do what I can to make sure that the next generation of female leaders are successful. I have a level of confidence and security, I don't second guess what I do. I know the difference between right and wrong. I know good performance, I know what a person is capable of doing, I feel like being a Deputy Minister is a privilege. You have an opportunity to shape programs and policies across the province but to also shape the future of leaders. There are 22 Deputies, when my time here is over I want to make sure there is a strong cohort of female ADMs, EDs, Directors who will be ready to step into leadership roles.”*

*P18: “Broad women’s groups in the Public Service should be big which makes it good. It builds a community of support. Bigger is better. The group is diverse, this is what you want. You want to value how different people enact their leadership, you want to hear the questions people have. Lots of conversation about mentoring, getting ahead, balancing a family, but also can I be a leader in this field, what if I am a woman in a male dominated field?”*

Some participants identified the need for public efforts for interpersonal awareness:

*P12: “Promoting a network that is both personal and professional, changing self-talk, counselling young women who are attractive, recognition that you can be successful, flexible in our work agreements to allow for different family situations, family units. Some women will be more attracted to jobs where their kids are in daycare. In terms of culture, acknowledge kindness and collaboration and reward the behaviors and attributes we are looking for. Look for ways to recognize and detect when people are getting results in a way that is respectful and positive. We need to feel more comfortable in calling out bad behaviors and attributes and rewarding the good ones.”*

*P13: “Women have to be better at calling out the put down effect, women have to be better at being complimentary of other women. If some senior men in senior positions were conscious enough to see that women have been shut down, that would help, or they should call out men for cutting women off.”*

*P18: “Many women have a voice inside of them that says you can't do that. Men may have the voice, but they don't hear it or acknowledge it. Women acknowledge having it. It is about bringing your authentic self to the workplace and being able to read the signs around you. What you do for female leaders you might also have to do for men - society has models for what it is to be a man. It is about teaching people to be who they are, authentic, true. You can't keep that falsehood in your mind. You need to be who you are. If that means being vulnerable, it means you*

*can say I don't know, I am sorry, give me 24 hours to figure that out, trusting yourself, accepting you'll make mistakes, that it will be okay if you make mistakes, don't be afraid to change direction. For most of us our mistakes are very modest. Being who you are, someone who can laugh, for most of us once we do that it all works out. You have to accept you are not perfect, that you don't have all the answers, to accept that that's okay."*

*P23: "I don't know if there is anything nuanced about the processes based on who you are or where you are in the organization. The idea that an increasing number of female executives means we don't have a problem is a terrible metric. At what personal cost, day to day work life, what route did you have to take? I get these projects because nobody else wants to do them. My opportunity comes because it isn't seen as rewarding. Nobody wants to work on this. I know a number of women who have clearly achieved but they don't get given the shiny thing. The projects are often emotionally charged, highly political but not seen as rewarding to your career. Women wait in these low profile roles and don't get credit, they don't get promoted. Where do you put someone like that? I know more women in those types of roles than men. You have to be strategic. You have to put your hand up - everything lands with a dull thud. My success is that I don't fuck up - you have to actively put your hand up and make a space for yourself. People don't think about me. I have to think about myself."*

Finally, some participants identified the need for formalized access to an informal network of support. Specifically, eleven participants acknowledged the need for interpersonal network support and change.

*P4: "Women helping women – it's always a good idea. There are not enough opportunities for this in the Public Service."*

*P6: "We need a women's leadership circle, women's mentorship circle. When women push for these and formal connections are made, men get mad or they say, 'we don't need it.' Bring women into a room and get them to ask questions about work-life balance. I don't know why we don't recognize women's needs. Bring men into the action of sponsoring women."*

*P9: "We could do a better job of mentoring and coaching women (and men). I have had conversations with women who are looking to move forward but they've been home with kids. We can help women move through that, building strengths. Formally institutionalize the How I can, not the Why I can't. Men give their own advice... It's a different flavour. Informal women's grassroot is fine but I don't think if you were a woman entering the Public Service that you could tap into the women's network. It needs to be institutionalized, not informal."*

*P11: "I didn't get any support so that would have been fantastic. Like, we are going to match you up with a mentor or a networking event, getting together two times a year to talk about what's working and what isn't. What are you seeing, what are you not seeing, a group of women in a room, speaking to each other. Moving into executive was never explained or described. I have a network, but it is informal."*

P25: *"I have been exposed to females that aren't supportive. If there is a way of supporting more informal female to female relationships, we need more of that. Formal program or responsibility? It's very powerful. Very simple. Being a good human. We also need to recognize that it is a different experience for women but when it comes to leadership both men and women benefit. We can't exclude men. The Public Service rewards the male-oriented end of continuum. Walking the talk from the reconciliation perspective - building a culture of inclusivity. Embrace an Indigenous worldview."*

**Theme 26: Shape the future of the leadership cohort and influence culture change via the Leadership Network Initiative. The LNI should be a broad, inclusive space where all the issues women in leadership have identified in the study can be discussed and a discourse for a gender analysis and a solution can be collectively established. It is imperative that men are included in these initiatives. Unless more men - especially those at the top – actively support a gender analysis based in gender diversity nothing can change.**

## 9. Pay Equity

The last and final pillar stands alone in the conceptual framework. Women are vocal about wage discrimination in the BC Public Service:

P9: *"WES scores are not related to compensation, it is not rewarded. It doesn't matter how you get there, there is still more focus on the what, not the how. When there is an additional piece of work given there is no salary increase."*

P24: *"My mentor is the only person in government who has ever given me a raise. In 28 years, the only person who gave me a raise is a woman."*

P1: *"Women do not ask for a pay raise. They are fair but have a feeling in their gut that things are not right."*

P9: *"WES scores are not acknowledged through compensation. You need to negotiate your salary like a man. Women never negotiate their salary."*

P10: *“While I was on vacation, I came back and got a phone call at 8am and was told that my job was breaking into four. Those new hires were being paid a pay grade above me and I was asked to train them. They were all men.”*

P11: *“I didn't get paid equal to my peers. I very much feel it was a female vs male issue. It's all about what you know and how you negotiate.”*

P16: *“Men in leadership roles are being paid more than women. A man will leave a role and a woman will come in and be paid significantly less. There is some transparency, but not really because salary look up includes travel. It's not really accurate. Women don't negotiate. There's a recommendation: courses designed for women in how to negotiate their wage.”*

**Theme 27: Promote non-legislative approaches to pay equity, discrimination, transparency and culture change with education designed to empower women to negotiate their wage. Apply a GBA+ analytical approach for internal policy and practice with respect to pay equity, wage negotiation and pay transparency.**

## OVERVIEW OF RECOMMENDATIONS

### **Recommendation 1: Initiate a Leadership Network Initiative (LNI)**

The Leadership Network Initiative is a program that brings a broad group of leaders together to talk about and address issues that impact women and the non-dominant leadership cohort. The LNI seeks to build inclusive, progressive leadership practice in the BC Public Service.

#### **Relevant themes as they appear in the report are as follows:**

**Theme 1:** Build a discourse for gender analysis through greater exposure and education into systems of power that operate among us via the LNI.

**Theme 3:** Utilize the LNI to expose and restructure dominant culture and executive niches through gender-balanced portfolio reassignment and/or disrupting homogenous gender concentrated sectors, ministries and industries, with a focus on shifting to modern and progressive work-life practices in the leadership cohort. This extends to calling in dominant culture perpetuated by the Boys Club.

**Theme 4:** Utilize the LNI to expose cultural biases through nuanced dedicated training at the senior leadership level that extends to building the courage to speak up, be authentic and call in toxic verbal and non-verbal language. Make it innovative.

**Theme 6:** Implement education for the promotion of non-financial capital as valuable in male-dominated sectors via the LNI.

**Theme 7:** Build cross government outreach, coaching and education embedded in the LNI.

**Theme 9:** Deliver this message with respect to political-administrative appointments: It happens. We see it. It's wrong. And it's bad governance. Transparency through culture change via the LNI.

**Theme 10:** Utilize the LNI to support collective mentorship, coaching and networking opportunities to publicize power-based and gendered conflict.

**Theme 11:** Utilize the LNI for education, social media campaigns or broad messaging campaigns for changing leadership culture based in the celebration of homogenous gendered leadership as defined by the Leadership Gender Continuum.

**Theme 13:** Utilize the LNI for wide, collective networking opportunities for sharing experiences with the Leadership Gender Continuum paradigm. Discussion topics should focus on gendered cognizance with respect to leadership and the benefit of leadership fluidity along the continuum.

**Theme 14:** Utilize the LNI to build a discourse around gendered communication, education and training with a focus on the distinct powers of the introvert and extrovert.

**Theme 16:** Implement large gender-cognizant networking opportunities for women and men to share mechanisms for progressive leadership support.

**Theme 17:** Harness strength in numbers via the Leadership Network Initiative for acknowledging gendered leadership issues that impact women and build a discourse based in a gender analysis. This helps to identify the problem and build an action plan for culture change. Having a well-respected female rise to this opportunity would be beneficial.

**Theme 18:** Implement gender-diverse interpersonal awareness education and make space for acknowledging the value of humanity in leadership. This is a topic for the LNI.

**Theme 20:** Use the Leadership Network Initiative for mandatory leadership training that partners with the Gender Equity Office to build diverse interpersonal awareness among the leadership cohort. Topics with respect to issues of intersectionality related to non-dominant leaders from “othered” social groups (race, ethnicity, sexuality) should be included in this training.

**Theme 21:** Use the Leadership Network Initiative for mandatory leadership training that partners with the Gender Equity Office to build diverse interpersonal awareness among the leadership cohort with respect to physicality and age.

**Theme 24:** Deliver education and cultural training in the “Role of Hierarchy” via the LNI.

**Theme 25:** Utilize the LNI to share leadership values specific to women and/or issues that impact women in terms of the gender leadership continuum. This is an opportunity to address leadership safety and transparency in championing women who bring and promote authenticity in their leadership role.

**Theme 26:** Shape the future of the leadership cohort and influence culture change via the LNI. The LNI should be a broad, inclusive space where all the issues women in leadership have identified in the study can be discussed and a discourse for a gender analysis and a solution can be collectively established. It is imperative that men are included in these initiatives. Unless more men - especially those at the top – actively support a gender analysis based in gender diversity nothing can change.

**Theme 27:** Promote non-legislative approaches to pay equity, discrimination, transparency and culture change via the Leadership Network Initiative designed to empower women to negotiate their wage.

## **Recommendation 2: Initiate a Leadership Mentor Initiative (LMI)**

The Leadership Mentor Initiative is a program that strategically pairs seasoned leaders with other leaders for the purpose of supporting long term progressive leadership practice in the BC Public Service.

**Relevant themes as they appear in the report are as follows:**

**Theme 7:** Build cross government outreach, coaching and education embedded in the Leadership Mentor Initiative.

**Theme 9:** Deliver this message with respect to political-administrative appointments: It happens. We see it. It's wrong. And it's bad governance. Transparency through culture change via LMI.

**Theme 10:** Utilize the LMI to implement mentorship and coaching opportunities to publicize power-based and gendered conflict.

**Theme 26:** Women in leadership have clearly articulated their desire for the LMI to shape the future of the leadership cohort and influence culture change. The LMI should strategically align women in leadership with seasoned, progressive leaders to support a discourse for a gender analysis and solution-focused pairings. It is imperative that men are included in this initiative. Unless more men - especially those at the top – actively support a gender analysis based in gender diversity nothing can change.

**Theme 27:** Promote non-legislative approaches to pay equity, discrimination, transparency and culture change via the Leadership Mentor Initiative designed to empower women to negotiate their wage.

### **Recommendation 3: GBA+ Approach for internal policy and procedure**

The application of a Gender-based Analysis Plus approach to internal policy and procedure ensures marginalized groups among the leadership cohort are equally represented in the policy and procedural decisions that distinctly impact members of the non-dominant leadership cohort.

#### **Relevant themes as they appear in the report are as follows:**

**Theme 2:** Revisit and redefine parental leave practices and policies that impact women via a GBA+ approach for internal policy and procedure.

**Theme 5:** Improve meaningful accountability in 360 performance reviews via a GBA+ approach for internal policy and procedure.

**Theme 6:** Apply a GBA+ approach to budget allocation policies and processes in terms of the impact on women and the non-dominant leadership cohort.

**Theme 8:** Amend hiring practices and policies for leadership appointments to embrace the promotion of generalist skillsets geared towards progressive leadership. Apply a GBA+ approach to internal processes.

**Theme 12:** Improve anonymized reporting mechanisms and accountability measures for interpersonal abuse, sexism, harassment and exclusion. Apply a GBA+ approach to internal policies and procedures.

**Theme 15:** Rethink the cultural capital of resource allocation with a GBA+ lens. This will allow for a depth in understanding of how resource allocation impacts gendered leadership and provide a basis for more comprehensive and progressive recommendations.

**Theme 19:** Improve child care policy, flexible work arrangements for leaders with children and cultural awareness education for systemic biases that disproportionately impact women. Apply a GBA+ approach to building these policies.

**Theme 22:** Revisit hiring and cultural practice guidelines with a focus on applying a GBA+ approach to internal processes. Topics with respect to issues of intersectionality related to non-dominant leaders from “othered” social groups (race, ethnicity, sexuality) should be included in this analysis.

**Theme 23:** Apply a GBA+ approach to policy and procedural changes with respect to performance reviews, transparency and multi-directional leadership culture oversight.

**Theme 27:** Apply a GBA+ analytical approach for internal policy and practice with respect to pay equity, wage negotiation and pay transparency.

## CONCLUSION

The Women in Leadership study began as an opportunity. The research sought to deconstruct women’s experiences in leadership in a context that has been largely undefined to date. The project itself was a process of observation as to the relational language of women in leadership – how women adapt fluidly and intuitively to gender-based systemic limitation. The goal beyond that objective was simply to articulate it. Well, what a monumental and intricate task. Leadership among women in the BC Public Service is indeed a complex language woven into the fabric of an organizational foundation that precedes the space women now occupy. How does one articulate the interpersonal nuances that cultivate from that historical explosive intersection? What is clear is the lack of a common discourse in terms of a gender analysis of women’s experiences in leadership. While the data indicate problems uniquely associated to women in leadership – namely those that are systemic, based in conflict, associated with leadership culture reward and a gendered hierarchy of leadership success, abuse-based, connected to placement on a

leadership gender continuum, or personality type, based in support patterns among other women, emotion, family and/or male advantage, authenticity and pay equity – women in the BC Public Service have never collectively articulated a gender analysis of their experience. Let's meet in the *living room* and build a discourse for the interpersonal intricacies of gendered leadership, its intersection with work-life distinct from other gendered ontological states. Share knowledge. Expose diversity. Unpack culture. Encourage progress. Support authenticity.

The Women in Leadership Report launches the promotion of an action plan based on 35 senior executive women's experiences and ideas, thoughts and feelings, and attitudes toward gender equality in the BC Public Service. It is already clear the plan must include space to establish a collective discourse among women and leaders interested in modern progressive leadership practice. A Leadership Network Initiative will meet this need as a space for inclusive discussion, to share strategies for overcoming barriers and achieving success. A Leadership Mentor Initiative will also pave the way for progressive leadership value shared via formalized processes that cement innovative practice framed by a gendered lens. The Gender Equity Office is fundamental in its GBA+ initiative to work gender analyses into the organizational lexicon. As the language and impact of gender equity becomes more and more commonplace, mentorship as a vehicle for fair leadership approaches that are intuitive and fluid, heterogeneous, transparent and inclusive is fundamental to healthy organizational functionality. In fact, GBA+ is central to all processes that evaluate leadership by all members of the leadership ranks. It is also pivotal in terms of pay equity standards for fair pay practices that include equal value for leadership roles occupied by women and access to formal and informal salary negotiation mechanisms.

Finally, the Women in Leadership Report represents a chance to reframe modern leadership in the Public Service, bringing holistic practice into the scope of what it means to be an exceptional leader. Holistic practice starts with an acknowledgement of the impacts of foundations that have dictated the limitation of progress – but this requires a gender analysis. What we know now is there lacks a collective language among women – and men - to share knowledge in the context of distinctly gendered ontological perspectives. The Report itself highlights the relations between gendered categories in BC Public Service leadership while there lacks a communicative mechanism for collaboration in terms of shifting outdated constructs. With this work, so much is possible in terms of pushing modern practice outside of the scope of its current rigid margins. The focus now is to bring authentic lives and humanity into leadership as distinctly valued and fundamental to organizational health and growth. The Women in Leadership Report paves the way for this happen: let's collaborate to mobilize it.

## CRITICAL REFLECTION

Recently, when asked to describe gendered leadership in the BC Public Service in one sentence, my answer was this: Leadership in the BC Public Service is ontologically masculinist. It's incredible – the commonality of informal conversations among women in leadership being held in silos that ignite a gender debate. Women say, “that wouldn't have happened if I were a man” or “I would have been heard if I spoke more assertively” or “If I were an extroverted person I would have been more effective” or “I didn't negotiate my wage because I'm just grateful for the opportunity.” While it's not always the case that these conversations are being held cognitively in the context of gender, the private energy we expend in reaching out to our “tribes” to navigate systemic barriers based in gender is repeated across the leadership landscape. By extension, women have adapted and successful women in the context of gender mesh and support the dominant culture. That is to say, women who learn the dominant language based in masculinist leadership characteristics reap rewards to the exclusion of highly effective feminist leaders. Perhaps it is easier, learned and habitual – a subconscious way of navigating barriers to achieving based in a history of entrenched culture. Results-oriented women aren't squeaky wheels in this context. Many – so we hear - are unkind and blind to the exclusivity of their chosen pathways. When we think about the concept of change in a centuries-old patriarchal structure, women who find it challenging to fit into the construct of “good leader” as defined in this space as masculinist, face a quiet conflict in work, life and core value. Yet, the conversations are being held in tribes – the wheels are squeaking – in private, trustworthy exchange, in safety, in emotion and authenticity, in vulnerability, humanity and with respect and value. Embrace this: What an opportunity there is to elevate these conversations and embed them into a new foundation for a modern lexicon of exceptional leadership for the BC Public Service.

Perhaps you are asking what we can do now. Let me be clear, to all the feminist leaders in BC Public Service leadership: The Women in Leadership study starts a collective conversation among you to voice the gendered nuances of your experience. What we can do now is collaborate to break down the interpersonal silos and mobilize to build a discourse for a gender analysis that will lead to modern organizational gender balance and health. We *can* build a network for a solutions-based action plan for interpersonal education and progress. We *can* support each other and aspiring leaders as a succession planning initiative for exceptional leadership practice through mentorship. Gender analyses *must* be brought into the public administrative lexicon and we *must* train ourselves to think with a GBA+ lens in every aspect of our leadership practice and experience. To all the masculinist leaders in BC Public Service leadership: The Women in Leadership study speaks to your role in organizational advancement. You must be part of the conversation and development of a discourse that acknowledges systemic barriers to women's agency in leadership. Without your full participation in these initiatives, change is entirely elusive.

# IMPLEMENTATION STRATEGY

## Proposal

### Recommendation 1: Leadership Network Initiative (LNI)

Theme No. in Report	Description	Deliverables	Resources (Cost)	Lead	Timeframe	Long term Vision
1	Build a discourse for gender analysis through greater exposure and education into systems of power that operate among us via Leader Network Initiative (LNI TOPIC).	Plan, facilitate and manage quarterly network meetings with cross government executive.  Topic specific network events x5	One Band 3 Director  Three Senior Policy Analysts  Operational Budget based on comparable provincial resource frameworks	PSA/ GEO	1-5 years	The long term goal of LNI topics is embedded discourse with respect to the functions of patriarchy and colonialist foundations in leadership (within the organization)
3	Expose and restructure male-dominated culture and executive niches through gender-balanced portfolio reassignment and/or disrupting homogenous gender concentrated sectors, ministries and industries.	Review existing hiring/appointment practices;  Make recommendations for change to include gender equality lens in new processes/practices	One Band 3 Director  Three Senior Policy Analysts  Operational Budget based on comparable provincial resource frameworks	PSA/ GEO	1-5 years	The long term goal is to shift to progressive work-life practice; <i>call in</i> dominant culture and pervasive Boys Club culture (within the organization).
4	Expose cultural biases through nuanced dedicated training (LNI TOPIC)	Plan, facilitate and manage quarterly network meetings with cross government executive.	One Band 3 Director  Three Senior Policy Analysts	PSA/ GEO	1-5 years	The long term goal is to <i>call in</i> toxicity, with a focus on encouraging leaders to speak up, encouraging

		<p>Develop and draft training material;</p> <p>Develop and deliver in-person and online training</p>	<p>Operational Budget based on comparable provincial resource frameworks</p>			<p>leaders to be authentic.</p>
6	<p>Education for the promotion of non-financial capital as valuable in male-dominated sectors (LNI TOPIC).</p>	<p>Plan, facilitate and manage quarterly network meetings with cross government executive.</p> <p>Develop and draft training material;</p> <p>Develop and deliver in-person and online training</p>	<p>One Band 3 Director</p> <p>Three Senior Policy Analysts</p> <p>Operational Budget based on comparable provincial resource frameworks</p>	<p>PSA/ GEO</p>	<p>1-5 years</p>	<p>The long term goal is to bring a cultural shift to leadership value in diverse portfolios; ie. Big budgets do not equate to leadership value.</p>
7	<p>Cross government outreach, coaching and education – recognizing the diverse perspectives of women in leadership and value in leadership heterogeneity (LNI TOPIC).</p>	<p>Plan, facilitate and manage quarterly network meetings with cross government executive.</p> <p>Topic-specific workshop events x5</p>	<p>One Band 3 Director</p> <p>Three Senior Policy Analysts</p> <p>Operational Budget based on comparable provincial resource frameworks</p>	<p>PSA/ GEO</p>	<p>1-5 years</p>	<p>The long term goal is to build a discourse for gender analysis within and across sectors.</p>
9	<p>Transparency for the value of non-political appointments (LNI TOPIC)</p>	<p>Plan, facilitate and manage quarterly network meetings with cross government executive.</p> <p>Review existing political appointment policy and make</p>	<p>One Band 3 Director</p> <p>Three Senior Policy Analysts</p> <p>Operational Budget based on</p>	<p>PSA/ GEO</p>	<p>1-5 years</p>	<p>The long term goal is to reinvigorate good governance with an eye on the value of political/administrative divide in leadership.</p>

		recommendations to account for gender equality.	comparable provincial resource frameworks			
10	Publicization of power- and gender-based conflict (LNI TOPIC)	Plan, facilitate and manage quarterly network meetings with cross government executive.  Develop a strategic plan to address power- and gender-based conflict.	One Band 3 Director  Three Senior Policy Analysts  Operational Budget based on comparable provincial resource frameworks	PSA/ GEO	1-5 years	The long term goal is to build visibility into leadership styles that are abusive.
11	Education, social media campaigns to shift the celebration of masculinist leadership. (LNI TOPIC)	Plan, facilitate and manage quarterly network meetings with cross government executive.  Develop strategic plan for social media campaign, website, social media (twitter, Facebook, Instagram).	One Band 3 Director  Three Senior Policy Analysts  Operational Budget based on comparable provincial resource frameworks	PSA/ GEO	1-5 years	The long term goal is to build a discourse for gender analysis with a focus on gendered perception of leadership success.
13	Sharing experiences with Leadership Gender Continuum with a focus on the value of fluidity and movement on the continuum. (LNI TOPIC)	Plan, facilitate and manage quarterly network meetings with cross government executive.  Partner with PSA to include Leadership Gender Continuum analysis in existing training materials and courses.	One Band 3 Director  Three Senior Policy Analysts  Operational Budget based on comparable provincial	PSA/ GEO	1-5 years	The long term goal is to build a discourse for gender analysis with a focus on the Leadership Gender Continuum and how leaders operate along the spectrum.

			resource frameworks			
14	Education related to gendered communication (LNI TOPIC)	Plan, facilitate and manage quarterly network meetings with cross government executive.  Develop and draft training material;  Develop and deliver in-person and online training	One Band 3 Director  Three Senior Policy Analysts  Operational Budget based on comparable provincial resource frameworks	PSA/ GEO	1-5 years	The long term goal is to build a discourse for gender analysis – with a focus on interpersonal communicative diversity.
16	Share mechanisms for leadership support – (LNI TOPIC)	Plan, facilitate and manage quarterly network meetings with cross government executive.  Topic-specific workshop events x5	One Band 3 Director  Three Senior Policy Analysts  Operational Budget based on comparable provincial resource frameworks	PSA/ GEO	1-5 years	The long term goal is to break down interpersonal barriers and to build horizontality and support into leadership strategies.
17	Build a large network led by a well-respected woman and/or collection of women.	Plan, facilitate and manage quarterly network meetings with cross government executive.  Topic-specific workshop events x5	One Band 3 Director  Three Senior Policy Analysts  Operational Budget based on comparable provincial resource frameworks	PSA/ GEO	1-5 years	The long term goal is to build a discourse for gender analysis that reaches all parts of the organization through the promotion of women in leadership.

18	Cultural awareness education – making space for humanity in leadership – (LNI TOPIC)	Plan, facilitate and manage quarterly network meetings with cross government executive.  Develop and draft training material;  Develop and deliver in-person and online training	One Band 3 Director  Three Senior Policy Analysts  Operational Budget based on comparable provincial resource frameworks	PSA/ GEO	1-5 years	The long term goal is to strengthen relationships, build trust and room for vulnerability and authenticity in leadership.
20/21	Mandatory gender-diverse interpersonal awareness education (LNI TOPIC)	Plan, facilitate and manage quarterly network meetings with cross government executive.  Develop and draft training material;  Develop and deliver in-person and online training	One Band 3 Director  Three Senior Policy Analysts  Operational Budget based on comparable provincial resource frameworks	PSA/ GEO	1-5 years	The long term goal is to build a discourse for gender analysis with a focus on gender diverse experience in leadership, and the value of the Leadership Gender Continuum as a paradigm.
24	Education - Role of Hierarchy – (LNI TOPIC)	Plan, facilitate and manage quarterly network meetings with cross government executive.  Develop and draft training material;  Develop and deliver in-person and online training	One Band 3 Director  Three Senior Policy Analysts  Operational Budget based on comparable provincial resource frameworks	PSA/ GEO	1-5 years	The long term goal is to build cultural awareness with respect to the use and abuse of hierarchy in leadership.

25	Female-specific issues in leadership (LNI TOPIC)	Plan, facilitate and manage quarterly network meetings with cross government executive.  Collaborate to develop innovative strategy to support women in leadership.	One Band 3 Director  Three Senior Policy Analysts  Operational Budget based on comparable provincial resource frameworks	PSA/ GEO	1-5 years	The long term goal is to address safety and transparency in championing women who promote authenticity in leadership.
26	Advice to Women from Women. (LNI TOPIC)	Plan, facilitate and manage quarterly network meetings with cross government executive.  Collaborate to develop strategy to facilitate female-to-female leadership opportunities.	One Band 3 Director  Three Senior Policy Analysts  Operational Budget based on comparable provincial resource frameworks	PSA/ GEO	1-5 years	The long term objective is to promote a community of support in the identification of female-specific issues and troubleshooting.

**Recommendation 2: Leadership Mentor Initiative (LMI)**

Theme No. in Report	Description	Deliverables	Resources (Cost)	Lead	Timeframe	Long term Vision
7	Cross government outreach, coaching and education - LMI	Establish strategic LMI pairings and expectations  Establish reporting fields and template  Annual Performance	One Band 3 Director  Three Senior Policy Analysts  Operational Budget	PSA/GEO	Year one: Initiation of pairings and reporting parameters  Year two: Collection and analysis of leadership data	Years 3-5: Long term goal is to build a discourse for a gender analysis

		<p>Reviews documentation for meeting performance expectations</p> <p>Pairing presentations to executive peers as part of transparency initiatives and performance evaluation.</p>	<p>based on comparable provincial resource frameworks</p>		<p>Annual BC Public Service LMI Report</p> <p>Years 3-5: Long term implementation of progressive leadership strategy.</p>	
9	<p>Transparency for the value of non-political appointments (LMI FOCUS)</p>	<p>Review existing political appointment policy and make recommendations to account for gender equality.</p>	<p>One Band 3 Director</p> <p>Three Senior Policy Analysts</p> <p>Operational Budget based on comparable provincial resource frameworks</p>	PSA/GEO	<p>2-5 years (as data becomes available in first LMI Performance Report)</p>	<p>Long term objective is to reinvigorate good governance in leadership in the BC Public Service</p>
10	<p>Publicization of power- and gender-based conflict (LMI FOCUS)</p>	<p>Develop publicly available best practice literature based on annual Leadership Performance Report</p> <p>Develop a strategic plan to address power- and gender-based conflict.</p>	<p>One Band 3 Director</p> <p>Three Senior Policy Analysts</p> <p>Operational Budget based on comparable provincial resource frameworks</p>	PSA/GEO	<p>2-5 years (as data becomes available in first LMI Performance Report)</p>	<p>The long term objective of mentorship pairings is to strategically address issues related to power- and gender-based conflict.</p>

26	Advice to women – (LMI FOCUS)	Publicly available best practice literature based on annual leadership performance report	One Band 3 Director  Three Senior Policy Analysts  Operational Budget based on comparable provincial resource frameworks	PSA/GEO	Two years (as data becomes available in first LMI Performance Report)	The long term goal is to build strategic pairings that help support the cultural awareness of female-specific leadership issues and/or modern leadership change.
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**Recommendation 3: GBA+ approach to internal policy and procedure**

Theme No. in Report	Description	Deliverables	Resources (Cost)	Lead	Timeframe	Long term Vision
2	Revisit and redefine parental leave practices and policies that impact women via GBA+ for internal policy and procedure	Review existing parental leave practices and policies;  Draft new policy recommendations to account for impact on women, using GBA+ lens.	One Band 3 Director  Three Senior Policy Analysts  Operational Budget based on comparable provincial resource frameworks	PSA/GEO	1-2 years	The long term goal is to redefine parental leave policy and practice in a way that better addresses modern family and the impact on women.
5	Improved meaningful accountability in 360 reviews	Review existing 360 review processes and performance	One Band 3 Director  Three Senior	PSA/GEO	1-2 years	The long term goal is to close the loop holes where toxic

	via GBA+ for internal policy and procedure	evaluation policy and procedure  Draft new performance accountability framework for 360 reviews, and internal leadership review procedures with a GBA+ lens.	Policy Analysts  Operational Budget based on comparable provincial resource frameworks			leadership practice can exist.
6	Apply GBA+ analysis to budget allocation policies and processes in terms of the impact on women and the non-dominant leadership cohort.	Review existing budget allocation policies and processes;  Draft recommendations for revised policy with a GBA+ lens.	One Band 3 Director  Three Senior Policy Analysts  Operational Budget based on comparable provincial resource frameworks	PSA/GEO	1-2 years	The long term goal is to address and reframe resources allocation with a focus on the differential impact on women and men.
8	Apply GBA+ analysis to amend hiring practices and policies for leadership appointments to embrace the promotion of generalist leadership skill.	Review existing hiring practices and policies with respect to Subject Matter Expertise (SME);  Draft recommendations for revised policy with a GBA+ lens.	One Band 3 Director  Three Senior Policy Analysts  Operational Budget based on comparable provincial resource frameworks	PSA/GEO	1-2 years	The long term goal is to address the distinction between SME and generalist leadership skill with a focus on shifting toxic leadership practice.
12	Improved anonymized reporting mechanisms for	Review existing reporting mechanisms for interpersonal abuse, sexism,	One Band 3 Director	PSA/GEO	1-2 years	The long term goal is to provide support to victims of

	interpersonal abuse, sexism, harassment and exclusion.	harassment and exclusion; Draft revised reporting structure for interpersonal abuse, sexism, harassment and exclusion with a GBA+ lens.	Three Senior Policy Analysts  Operational Budget based on comparable provincial resource frameworks			abuse, sexism, harassment and exclusion in the subtle processes of interpersonal relation.
15	GBA+ for resource allocation	Review existing resource allocation processes;  Draft revised resource allocation processes with a GBA+ lens.	One Band 3 Director  Three Senior Policy Analysts  Operational Budget based on comparable provincial resource frameworks	PSA/GEO	1-2 years	The long term goal is to address the impact of current resource allocation processes on women.
19	Improved childcare policy, flexible work arrangements and cultural awareness programs for systemic biases.	Review existing childcare policy, flexible work arrangements and cultural awareness programs for systemic biases;  Draft revised childcare policy, flexible work arrangements and cultural awareness programs for systemic biases, with an inclusion of a GBA+ analytical approach.	One Band 3 Director  Three Senior Policy Analysts  Operational Budget based on comparable provincial resource frameworks	PSA/GEO	1-2 years	The long term goal is to revise policies that uniquely impact women and to build progressive practice into modern public service institutions.

22	Improved hiring practice with a leadership cultural awareness lens via GBA+	<p>Review existing leadership cultural awareness approaches to hiring;</p> <p>Draft revised leadership hiring practices with a focus on ensuring a leadership diverse/heterogeneous cohort via GBA+ analytical approach.</p>	<p>One Band 3 Director</p> <p>Three Senior Policy Analysts</p> <p>Operational Budget based on comparable provincial resource frameworks</p>	PSA/GEO	1-2 years	The long term goal is to build a diverse heterogeneous leadership cohort.
23	Apply a GBA+ approach to inform procedural changes to performance reviews and leadership oversight.	<p>Review existing performance review processes for leadership oversight and accountability;</p> <p>Draft revised recommendations for a performance review strategy that accounts for all relationships (up, down and across the organization) in the leadership paradigm.</p>	<p>One Band 3 Director</p> <p>Three Senior Policy Analysts</p> <p>Operational Budget based on comparable provincial resource frameworks</p>	PSA/GEO	1-2 years	The long term goal is to build in transparency across the organization for open “leadership literacy” and and to build processes of effective, progressive and well-rounded evaluation strategies.
27	Implement GBA+ for internal policy and practice related to pay equity, wage negotiation and pay transparency.	<p>Review existing policy and practice related to pay equity, wage negotiation and pay transparency;</p> <p>Use GBA+ to draft revised recommendations for improved policy and practice with respect to pay equity, wage negotiation and pay transparency</p>	<p>One Band 3 Director</p> <p>Three Senior Policy Analysts</p> <p>Operational Budget based on comparable provincial</p>	PSA/GEO	1-2 years	The long term goal is to focus on non-legislative approaches to pay equity, discrimination, transparency and culture change.

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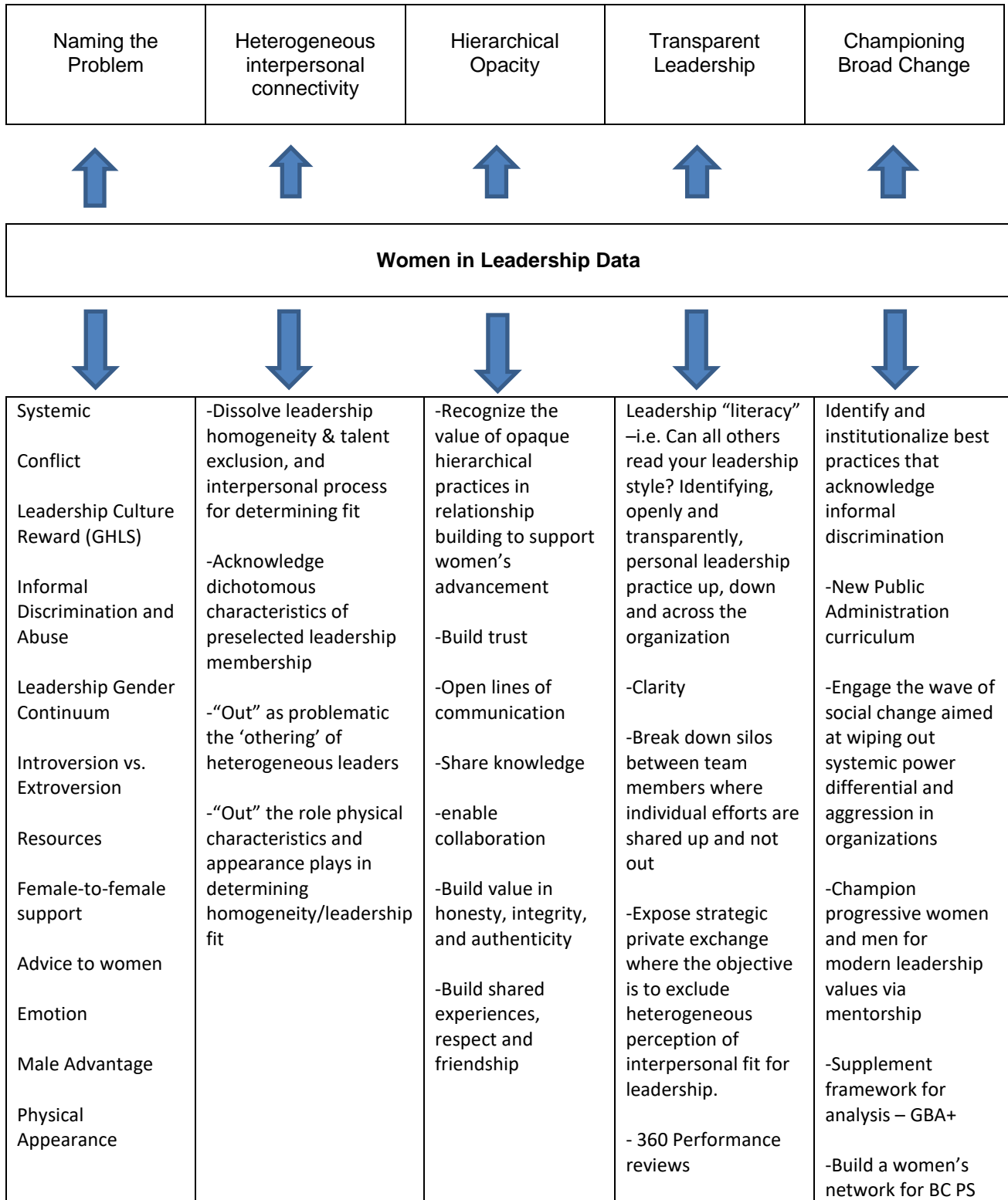
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**Appendix 1**

**Literature-based Conceptual Framework**



## **Appendix 2 Interview Questions**

### **Leadership Style: Your qualities, successful qualities, comparison to reference group**

1. How would you describe your leadership style?
2. From a horizontal perspective, would you say your leadership style is similar to your colleagues or to the people in your leadership reference group? If so, talk to me about how it is similar. If not, how is it different?
3. In your experience what are some of the qualities women must have to be successful in a leadership role? How do you fit that role? Have you ever found it difficult to fit that role and if so what was the outcome of that? Did it create conflict?

### **Male vs. Female/Masculine vs. Feminine Leadership**

4. In your opinion, is there a “masculine” vs. “feminine” way of leading? If yes, what are some of the characteristics of each style? What is the difference? If no, why would you say gender does not influence leadership?
5. If you answered yes to question 4: if there were a gender continuum in terms of leadership, where would you place yourself? (Provide gender continuum worksheet). Why would you place yourself in that particular location on the continuum?
6. In your opinion, is there a cultural attitude among the leadership elite in the public service that one “gendered” way of leading is more successful than another? If yes, what do you feel are the consequences of fitting into that category or not? If no, would you say that masculine and feminine leadership is neutrally successful? Why or why not?
7. Is there a gendered hierarchy of leadership success in terms of interpersonal fit? Do men who lead in a traditionally “masculine” way enjoy more success/rewards (both systemically and non-systemically) than women who lead in a traditionally masculine way? And alternatively, do men who lead in a classically “feminine” way, get more respect than women who lead in a masculine way? If participant answers yes to this question: can you rank these groups in terms of leadership success and interpersonal fit: (Provide participant with Gendered Hierarchy of Leadership Success and Interpersonal Fit: men who lead like men; men who lead like women; women who lead like men; women who lead like women.)

### **Leading as a woman and systemic/non-systemic discrimination**

8. Have you ever felt discriminated against because you are a woman? Whether directly or indirectly, do you think you have ever been denied a promotion or marginalized because you are a woman?
9. In your current position or in any previous leadership roles have you ever had to call out systemic discrimination because it had an impact on your progress or advancement? If so, what was the nature of the discrimination? Was there a sufficient process in place to help you?
10. In your experience, does discrimination occur systemically? If yes, how has it impacted you? In your experience, does discrimination occur informally or “behind the scenes” or “off the record”? How?
11. Have you ever had to navigate systemic discrimination as a woman using informal relationships? For example, have you ever built relationships to get around systemic barriers that prevented your upward mobility in an organization?

### **Female vs. Female Leadership**

12. In your experience, what is the difference between working for/with a man and working for/with women?
13. In general, please describe your experience working for or with other women. In general, would you say women support other women at your workplace?
14. Have you ever suffered interpersonal stress because of the relationships you have or have had with other women at work?
15. Have you ever left a position or moved on from a role you enjoyed because of a toxic interpersonal relationship you have had with another woman?
16. Do you support the advancement of other women? If so, talk to me about how. If no, talk to me about why this may or may not be a priority for you.
17. Have you ever been marginalized by another woman? If yes, talk to me about the nature of the marginalization (was it formal or informal? Was it public/known by others or private/subtle? Was it outwardly conflictual? Was it subtle or backhanded?) If no, have you witnessed other women marginalizing other women? What was your attitude towards it? How did you manage your feelings about it?

18. Have you ever felt thwarted by another woman on a similar career track? If so, talk to me about your experience. How did you manage it?
19. Have you ever used informal relationships (subtle, non-documented interpersonal connections) to sideline an emerging female leader who you deemed as threatening to your personal career progress or advancement?

### **Gendered Leadership and Interpersonal “Fit” Characteristics**

20. In your opinion, is there a difference between the way men lead and the way women lead among the leadership elite with the public service? How are they different? How are they similar?
21. In your opinion, is there a difference between the interpersonal characteristics of women who obtain elite leadership roles in the public service versus women who try but are not successful? In terms of interpersonality, what prevents women from being successful at obtaining a leadership position?
22. How would you describe the women in your leadership reference group in terms of sharing an interpersonal style? Is it similar (homogenous)? Is it different (heterogeneous)? Among the women in your leadership reference group – what leadership traits are successful? What interpersonal traits are not successful among women in leadership?
23. Do you feel there is room for other female leaders among the leadership elite who do not necessarily “fit” with the homogenous culture of leadership that exists among you?
24. How would you describe the informal, or “off-the-record” process that plays out when a woman in your leadership reference group is identified as heterogeneous in terms of her “fit” with the rest of the group? What happens when a woman is identified as having leadership qualities that are contrary or different to what you and your leadership reference group have deemed as successful or fitting?
25. From an informal interpersonal perspective, would you describe your experience of obtaining your leadership role as open and adaptable to a diverse set of interpersonal traits? For example, would you say there is a prescribed set of interpersonal traits that women must have to be considered a fit for leadership? What are those traits?
26. Have you ever experienced or felt the threat of interpersonal conflict with other women because you did not fit a particular set of traits identified as “fitting” among the leadership elite? Have you ever felt pressure to adopt or conform to this particular set

of leadership ideals in order to be perceived as homogenous by other women among the leadership elite so that you could reach your leadership goals? If some women are having to conform to a prescribed set of “fit” ideals, who are the women that are conforming and what traits or leadership styles do you think they are putting away? What are their natural leadership states? Would you say this is a positive or negative influence on the collective unit in terms of leadership best practice and women’s advancement in the public service? Why/why not?

27. In your opinion, does physical appearance have an impact on leadership success for women? If yes, what physical characteristics support a woman’s upward mobility? If no, why do you think this is the case?
28. Do you believe female-to-female discrimination is prevalent in the public service? If so, how much does it impact women? How prolific is it? Is there an outlet in the public service for women who are experiencing discrimination by other women? For example, what do women who are being marginalized do when they are experiencing abuse by another woman at work?

### **Thinking Ahead**

29. In terms of female-to-female relationships, systemic discrimination, interpersonal marginalization and the collective progression of women in leadership, would you support new policy/program development and implementation for women in the public service? On a scale from 1-10 how important is this issue to you? Would you like to see the organization change? Or do you support the status quo? How? Programs that support reporting and investigation? Mentorship? Public education that “outs” the issue of female-to-female marginalization?
30. Can you recommend another woman who you think could make a valuable contribution to this study? Would it be okay with you if I contacted her to request an interview?

### Appendix 3

#### Women in Leadership Findings by Sector

Concept	No. of Responses from Social Sector (N=16)	No. of Responses from Natural Resource Sector (N=5)	No. of Responses from Justice Sector (N=4)	No. of Responses from Central Gov. (N=10)	Total Responses
<b>1. Description of leadership</b>					
Collaboration	5	2	1		8
Emotive Expectations	3		1		4
Gendered Continuum	1	1	1	1HR	4
Behavioural Insights	1			1F, 1HR	4
Introversion vs. Extroversion				1F, 1PO	2
Results Orientation	2			1F	3
Theoretical Foundation	1				1
Hierarchy	1			1F	2
Trust and Information Communication	1	1			2
2	2				2
<b>2. Perspective of the Existence of Gendered Leadership</b>					
Exists	8	1	2	1PO, 2F, 1HR	15
Shifting	2	1	1		4
Problematic Terms of Reference	7	1		2F	10
Does not Exist/Impossible to determine	1	1			2
<b>3. Naming the Problem</b>					
<b>3.1 Systemic</b>					
<i>i. Social Systems</i>					
Patriarchy and Colonialism	1				1
Family	2				2

The Boys Club	2	3		1F, 1PO	7
Cultural Discourse	2		2	1F	5
<b>ii. Organizational Systems</b>					
Performance Management	2			1HR	3
Budget	2				2
Entrenched Culture	2	2		1F	5
Subject Matter Expertise				1F, 1HR	2
Political-Administrative Divide				1F	1
<b>3.2 Conflict</b>					
Power-based	3			2PO	5
Male-based	2				2
Female-based	5	1	2	2F, 1HR	11
Neutral Analysis	1			1F	2
<b>3.3 Leadership Culture Reward (GHLS)</b>					
Men who lead masculine	2	4		2F	8
Women who lead masculine	1				1
Men who lead feminine	2				2
Women who lead feminine					
Not relevant	1				1
No analysis		1	1	1F	3
<b>3.4 Informal Discrimination and Abuse</b>					
Yes	5		2	2HR, 1F	10
No	2				2
Provided Analysis	2				2
<b>3.5 Leadership Gender Continuum</b>					
Pendulum	1	1			2
Leadership leans Masculine	4	1		2F	7
Leadership leans Feminine					

No gendered lens	1		1		2
Not relevant	1				1
<b>3.6 Introversion vs. Extroversion</b>	4			1F	5
<b>3.7 Resources</b>	5			1F	6
<b>3.8 Female-to-female Support</b>					
Negative impact	5	2	2		9
Positive impact	4	1			5
Neutral	2			1HR, 2F	5
<b>3.9 Advice to Women</b>					
Communication	3			1HR, 1F	5
Self-talk, confidence/Imposter Syndrome	2	1	1		4
Authenticity		1		1PO	2
Leadership Tools	2				2
<b>3.10 Emotion</b>	5	1	3	1F	10
<b>3.11 Family</b>	7			2F, 1HR, 1PO	11
<b>3.12 Male Advantage</b>	4		2	1F, 1HR	8
<b>3.13 Physical Appearance</b>	9	4	1	2F, 1HR	14
Not significant		1			1
Age matters	4	1		1F, 1HR	7
<b>4. Embracing Heterogeneous Interpersonal Connectivity</b>	9	2	1	1HR, 1PO, 1F	15
<b>5. Valuing Diverse, Transparent Leadership Fluidity</b>	10	5	1	1HR, 2F	19
<b>6. Valuing Hierarchical Opacity</b>	13	2	1	1HR, 3F	20
<b>7. Promoting Cultural Safety in Vulnerability and Authenticity</b>	13	3	2	1PO, 3F, 2HR	24
<b>8. Championing Broad Initiatives for Change</b>					

<b>8.1 Systemic Changes</b>					
Colonialism	2				2
Patriarchy	1			1HR	2
<b>8.2 Organizational Changes</b>					
Key Decision Makers	2	1			3
Promotion of and Celebration for a Cultural Shift	9	3	1	1HR, 1F	15
Nuanced Training	5		1		6
Performance Reviews	2			2HR, 1F	5
Resources	4	1			5
Coaching, Mentoring and Championship	7	1		2F, 1HR	11
Public Efforts for Interpersonal Awareness	2	1	1	1F	5
Network	8	1	1	1PO	11
<b>9. Pay Equity</b>	5	2	3	2F	12

