

#BalanceforBetter

A global celebration of
International Women's Day.



WELCOME TO THE CELEBRATION IT'S INTERNATIONAL WOMEN'S DAY

For 110 years, it's been a special day when people all over the world join together for celebrations, performances, parades, rallies, conferences, networking events and more. It's now an official holiday in over 25 countries.

It shines a light on the rights and plights of women across the globe, celebrates progress and pushes for further equality and justice.

This year, the theme is #balanceforbetter, recognising that to build a gender-balanced world, everyone has a part to play. All the time, everywhere. Men and women. And balance definitely builds a better working world.

Talking balance for better across our world

To mark International Women's Day 2019, we spoke to a number of women leaders across the Odgers Berndtson network. How do they see the current status of women in business and how to find a #balanceforbetter?

We put questions to:

- **Julie Steiner**, *Australia*
- **Steady Sun**, *China*
- **Chania Stempowski** and **Lauren Van Halderen**, *South Africa*
- **Ayse Öztuna Bozoklar**, *Turkey*
- **Elaine Grotefeld**, **Nathalie Francisci** and **Jane Griffith**, *Canada*
- **Lisa Hooker** and **Kathryn Ullrich**, *US*
- **Susanne Thorning-Lund**, **Carol Reay** and **Baroness Virginia Bottomley**, *UK*

Answers from the editor



We're also delighted to have the reaction on the self-same questions we asked our network from former PM of Australia, **Julia Gillard**, the guest editor of our special issue of OBSERVE magazine: *'Women, Diversity and the Path to Greater Inclusion'*. You'll find her answers throughout this supplement, drawn from a TV interview on our YouTube channel.

“I think that word ‘balance’ also takes us very quickly to the balancing work and family life agenda; and that’s so important, both for men and women and for the achievement of equality.”

Julia Gillard, Chair of the GIWL



UNLIMITED

FOR AN **INCLUSIVE** ODGERS BERNDTSON

UNLIMITING OURSELVES

A demand for diversity is so often at the heart of our executive search business. Our 'unlimited' approach seeks to uncover the best talent, with no pre-determined limits on who that should be.

Being unlimited in our searches starts with ourselves and the way we operate every day, working with our clients, candidates, communities and colleagues.

■ **Our clients:** we access the most diverse talent to recruit the right people

- **Our candidates:** we recognise their uniqueness as individuals
- **Our colleagues:** we champion the day-to-day behaviours and values we believe in through initiatives like our Unlimited Allies programme
- **Our communities:** we engage with influential organisations and our chosen CSR partners
- **Ourselves:** we act with integrity and bring Inclusion and Diversity alive through events like our Annual Unlimited Festival

AFRICA

Chania Stempowski and Lauren Van Halderen, South Africa/Joint Managing Directors

Chania, why is balance better?

“As a business leader, balance in all aspects of my life is vitally important. Gender balance in the workplace adds greater insight and perspectives, and shared responsibility at home enables me to focus as required on my career, family and wellbeing.”

Lauren?

“It’s better in a number of ways, I believe. Balance helps achieve greater client satisfaction. It leads to team productivity and sales results. It creates greater empathy among the team. It allows learning in different ways and sets examples for younger professionals in the organisation.”

Does the current debate about gender equality risk overshadowing other related minorities, and what is the best way to ensure a better dialogue to stop this happening?

(LVH) “Yes it does – there are so many more differences to embrace other than gender.

Organisations should encourage open conversation, formalise and schedule regular forums for discussions where all team-members can share their experiences.

These should be open to all employees rather than purely women or other unique groups. Invite experts and leading thinkers into the forum to offer advice and guidance.”

Organisations should encourage open conversation, formalise and schedule regular forums for discussions where all team-members can share their experiences.

Lauren Van Halderen



Lauren Van Halderen
Joint MD in South Africa

Chania Stempowski
Joint MD in South Africa

Women can be qualified for a job and still lose out to male candidates. Why do you think this is, and what can be done about it?

(LVH) “Society still carries the belief that men are superior to women – not only do men carry this view but a large number of women believe it too.

Some hiring managers may carry the outdated view that women would need more time out of the business to start a family, look after children or for family responsibility. Active mentoring, coaching and creating space for calling this out would assist in highlighting such practices.”

(CS) “It often comes down to confidence and belief in one’s ability. In my opinion, women suffer more from Impostor Syndrome, a psychological pattern in which an individual doubts their accomplishments and suffers from a persistent internalised fear of being exposed as a ‘fraud.’”

Is there a role for men in the advancement of women?

(CS) “Absolutely. If the environment is inclusive, diversity can thrive. Men would need to change certain behaviours. For example, including their female counterparts in previously male dominated social groups and activities.”

Can diversity lead to inclusion or does inclusion lead to diversity? Are we focusing enough on inclusion and how can success be measured?

(CS) “I believe inclusion leads to diversity. When people feel included in an organisation, they are more likely to celebrate their differences.”

What would you say to women returning to a leadership or senior position after a period of maternity leave? How can they best set themselves up to succeed?

(CS) “Ensure that your organisation knows the importance of your family. They are what makes you who you are. This should not diminish your ability as a leader. It will create an environment conducive for other female executives to experience a similar process. Motherhood makes you a better leader. It teaches you kindness, empathy, the ability to cut through the clutter, multitask and focus.”

Thank you, Chania and Lauren.

THE AMERICAS

Lisa Hooker and Kathryn Ullrich, US/Partners

Lisa, why is balance better?

“Balance is better because it allows us to view things from a more holistic perspective and thus provide a more open minded view point. When we have multiple sources of input, new ideas emerge and fresh perspectives can lead to new approaches and innovation.

People feel heard and respected when they are represented.”

(KU) “Yes, diversity of thought leads to improved performance and balance leads to a culture for diversity of thought.”

Does the current debate about gender equality risk overshadowing other related minorities, and what is the best way to ensure a better dialogue to stop this happening?

(LH) “I believe that it can and probably does. I understand why gender has been the start, but minorities need to be included as well. It’s best to ensure programs are targeted to address all diversity and inclusion, not just gender.”

What would have the greatest impact for inclusion and diversity in organisations?

(KU) “Balancing the board and the executive leadership team. Just balancing the board is not enough. The board needs to make sure that there is diversity at the executive leadership level to create this balance and diversity of thought throughout the organization. Culture starts at the top with both the board and executive leadership.”

Women can be qualified for a job and still lose out to male candidates. Why do you think this is, and what can be done about it?

(LH) “More training and mentorship for women internally and through outside mentoring and coaching is needed.

It’s our job as advisors to look for any biases and ensure women know how to interview effectively as men.

We need to work to ensure executives who are interviewing don’t have any biases. We need to ask: is there the possibility to develop more senior women in an organization, perhaps by matching them with a male mentor or senior female executive?”

What is the most positive change you have seen, and what is the area where you think the most work remains to be done?

(KU) “The voice of women is not stopping. I’ve gone through thirty years of my entire career with the same message of women breaking through the glass ceiling with the same results: reduced pay, lack of promotions, lack of opportunity and no seat in the room.

Over the last few years, the momentum has increased and I think we are finally starting to see some results with women on boards, women investors, women entrepreneur’s companies being funded and women being elected into government roles. I am hopeful that future generations will not just get lip service, but will have a chance for equality in the workplace.”

What’s the one piece of advice you would give to younger people as they grow up and, hopefully, have the opportunity to explore and discover their passion and potential?

(LH) “Your professional career is a journey, let it unfold. Be open to possibilities. If you are so laser focused, you may miss a great opportunity because you were close minded. Find a mentor and set goals. Talk to people and learn from their mistakes and their success.

Be patient and be yourself – no one else can do you!

Be wary of comparing yourself to others – everyone is blessed with their own gifts. It is what you make of them that counts.”

Thank you, Lisa and Kathryn.

People feel heard and respected when they are represented.

Lisa Hooker

It’s our job as advisors to look for any biases and ensure women know how to interview effectively as men.

Lisa Hooker

Elaine Grotefeld, Nathalie Francisci, Canada/Partners and Jane Griffith, National Diversity Leader/Canada

Elaine, why is balance better?

“Gender balance in a group that makes important decisions leads to better decisions. There is less chance of group think and more chance for new ideas to be introduced, discussed, challenged and refined.”

What’s your take, Jane?

“I think it is very important that we do not frame the desire for gender equity as a battle of male versus female. There is a growing body of research investigating how non-super masculine males also suffer from gender norms – they are paid less, overlooked for promotions, and often feel they can’t be their true selves in the workplace.

As such, #BalanceforBetter makes perfect sense to me as we are seeking to encourage, promote and sustain a balanced workplace open to all individuals, free of any stereotypical gender norms.”

Does the current debate about gender equality risk overshadowing other related minorities, and what is the best way to ensure a better dialogue to stop this happening?

(NF) “We are evolving in a global world. This is not only an issue of gender and minorities but diversity

and inclusion as a whole that we need to reinforce and promote. A balanced mix of ethnicities, culture, gender, generational and social origins need to be represented at the table.”

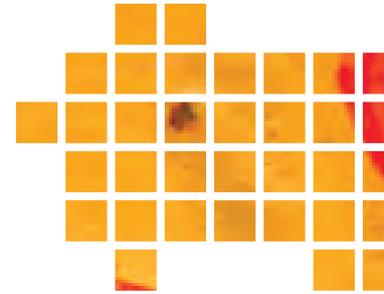
Can diversity lead to inclusion or does inclusion lead to diversity? Are we focusing enough on inclusion and how can success be measured?

(JG) “I believe that diversity is akin to a measurement tool. We track how many women, how many people of colour, of the LGBTQ+ community and with disabilities we have in each category. Inclusion is what happens when we build a workplace that allows them to be their whole selves at work and to be successful. The popular adage is ‘diversity is being invited to the party. Inclusion is being asked to dance’.”

Women can be qualified for a job and still lose out to male candidates. Why do you think this is, and what can be done about it?

(EG) “Just as an all-male board will usually hire a male CEO, an all-male set of hiring decision makers are more likely to hire another male. It’s what they know.

Search Committees need to include a range of perspectives and backgrounds to ensure an objective and properly-examined hiring decision. We were recently tasked by a non-profit Board to find them a new CEO. They said diversity



would be important, and yet they had not considered the composition of their Search Committee. They were open to our advice on this, and ultimately secured a highly qualified – and diverse – new CEO.”

Is there a role for men in the advancement of women?

(CS) “Absolutely. If the environment is inclusive, diversity can thrive. Men would need to change certain behaviours. For example, including their female counterparts in previously male dominated social groups and activities.”

It is very important that we do not frame the desire for gender equity as a battle of male versus female.

Jane Griffith

We would make an error if we said gender equality is the only form of discrimination in our societies, it most certainly is not.

Julia Gillard, Chair of the GIWL



Jane Griffith
National Diversity Leader



Elaine Grotefeld
Partner in Canada



Nathalie Francisci
Partner in Canada



Lisa Hooker
Partner in the USA



Kathryn Ullrich
Partner in the USA

“If we don’t get engagement at higher levels of leadership then it will be impossible for the HR department to do the very profound things which need to be done to achieve equality at work.”

Julia Gillard, Chair of the GIWL

Can diversity lead to inclusion or does inclusion lead to diversity? Are we focusing enough on inclusion and how can success be measured?

(CS) "I believe inclusion leads to diversity. When people feel included in an organisation, they are more likely to celebrate their differences."

What guidance would you give young women on how to assert themselves in the workplace, particularly in male-dominated environments?

(EG) "Demonstrate value. Ask good questions. Don't make the coffee!"

(NF) "I have two daughters (22yrs and 24yrs). I always give the advice of remaining independent and to feel able to walk away from a job or a relationship, nurture their self-confidence, build a strong network year after year. Act as a woman but think like a man is the best advice that I shared with them. Women shouldn't try to act like men, but they have to adapt their mind set and stay away from the old stereotypes. I am very confident in the next generation and their abilities."

What would you say to women returning to a leadership or senior position after a period of maternity leave? How can they best set themselves up to succeed?

(EG) "Paternity leave is at last taking hold, which is a wonderful equalizer. Once men and women both take parental leave, this will cease to be a gender issue. Women in child-bearing years will not be quietly discriminated against at interview stage (any more than men in the same age bracket).

I am proud to share that the CEO of one of our tech clients – Hootsuite – is taking paternity leave right now. He is sending an important message to his people: if I can do it, you can."

In your experience, what is the most positive change you have seen, and what is the area where you think the most work remains to be done?

(JG) "There has been much change, but there is still so much to do! The biggest positive I have seen is that this is an open conversation now. Our clients are discussing diversity, and we are able to help move forward the diversity agenda as there is a willingness, and imperative, by our clients to tackle this in a meaningful way.

I think much of the stigma around being a 'feminist', for both men and women, has also begun to dissipate. The #MeToo movement brought about much needed discussion and hopefully change, about appropriate work place behaviours and the unacceptable excuse that 'boys will be boys'."

Thank you, Jane, Elaine and Nathalie.

Search committees need to include a range of perspectives and backgrounds to ensure an objective and examined hiring decision.

Elaine Grotefeld

Men are stepping forward and saying 'this matters to me, I'm going to make it a business deliverable. Often they are motivated by being the father of daughters, and wanting to leave a world to the next generation where their daughters are going to have an equal chance.

Julia Gillard, Chair of the GIWL

EUROPE

Susanne Thorning-Lund, Carol Reay and Baroness Virginia Bottomley, UK/Partner, CMO, Chair of Board Practice

Why is balance better, Susanne?

“The world is diverse in so many ways, balance and embracing diversity makes you more alert to changes and trends.

Of course, it is human to seek comfort in identifying the familiar in someone else. But it would be a very boring place if we were all the same.

Families, societies and countries are excitingly, often surprisingly (and sometime exhaustingly) unpredictable.”

How do you see it, Virginia?

“Disruptive and transformational change is endemic in today’s fast moving complex and competitive world. Balance and diversity are essential to future-proof businesses and organisations.”

Carol?

“There is a body of hard evidence that diverse organisations are actually more successful. A balanced board is more likely to be open to challenge and open thinking. On a basic level it is unacceptable that society is made up of men and women, yet business is dominated by men.”

Is there a role for men in the advancement of women?

(CR) “Yes, of course. Men are still largely in charge! In any event we don’t seek a reversal of the gender imbalance but rather a balance so men have to be involved.”

What would have the greatest impact for inclusion and diversity in the organisations you know?

(ST-L) “For me, it’s increased engagement from leadership.

We need champions. Senior respected leaders who openly champion talent. Not just for a one-off promotion, but continually and visibly.

There’s also a greater call for internal ‘measures’, an honest picture of current workforce diversity, however incomplete, will help identify any barriers and help a company’s journey towards greater balance.”

Can diversity lead to inclusion or does inclusion lead to diversity? Are we focusing enough on inclusion and how can success be measured?

(ST-L) “These are intrinsically linked. Measuring different characteristics (the diversity mix) does not itself lead to an acceptance thereof. Inclusion is the acceptance of the differences, and leads to a sense of belonging.

One measure is employee engagement at all levels and by all groups, as an indication of belonging.

(CR) I think they can be separate things. Gender diversity may not in fact lead to greater inclusion because again human beings tend to like to be around those like themselves. Greater inclusion however should lead to greater diversity because you won’t have one dominant type prevailing.”

Women can be qualified for a job and still lose out to male candidates. Why do you think this is, and what can be done about it?

(VB) “There is a tendency in recruitment to “look in the mirror rather than out of the window”. The world is changing dramatically. Professional search can help identify the strengths in diverse candidates, remove unconscious bias and mitigate risk.”

What is the most positive change you have seen, and what is the area where you think the most work remains to be done?

(ST-L) “A more diverse leadership cadre has emerged over the past two decades. Perhaps because these diverse leaders have been few in numbers, their fantastic willingness to share their stories has amplified awareness of what can be achieved – inspiring future generations.”

(CR) “There are more women running companies in the comms and media world, which is the

industry where I spent most of my career. We need to examine why so many women do not wish to develop leadership careers. The answer is probably in the area of flexible working. The 9-to-5, 5 days a week model is anachronistic and developed to suit the working man supported by the non-working wife. This needs to radically change to suit women.”

What would you say to women returning to a leadership or senior position after a period of maternity leave? How can they best set themselves up to succeed?

(VB) “Aim high, work hard, fulfil your passions and collaborate with all.

Enlightened employers maintain contact with staff during periods of maternity leave. Others have introduced flexible programmes during the early months of settling back: women can lose confidence when on maternity leave. But more serious problems often arise with older children when work flexibility is critical for both parents.

Training executives is costly: if an employer can accommodate a woman’s requirements during these early years, she is much more likely to remain loyal and become a long-term employee.”

(ST-L) “Many will focus on how to regain your confidence, after what is often a long absence. But it is as much about expectation management.

Know your priorities and then agree a plan with your other half, with your extended family, and do enlist professional help, to develop the support infrastructure that will enable you to succeed.

Baroness Virginia Bottomley

You may be worried about your work/life balance.

Know your priorities and then agree a plan with your other half, with your extended family, and do enlist professional help, to develop the support infrastructure that will enable you to succeed.

Get ideas from others, both practical and emotional, as you will need to develop coping mechanisms, for when your children or spouse complain. You can have your cake and eat it, but it will likely be baked to a different recipe, with different ingredients, and in all likelihood it is the nanny who baked it.”

What guidance would you give young women on how to assert themselves in the workplace, particularly in male dominated environments?

(ST-L) “When in Rome, do as the Romans” will only get you so far. Be true to yourself. Personal integrity matters.”

(VB) “Be confident and be clear. Remember that the ‘imposter syndrome’ is familiar to many successful women. Find champions and champion others.

However frustrating things may be, try to retain some humour. People want to work with those they like and trust.”

Any final advice you would give to younger people as they grow up and, hopefully, have the opportunity to explore and discover their passion and potential?

(VB): “It is rarely what you do that you regret. It’s what you don’t do. The most is generally achieved in diverse teams: ambition is healthy, but being a good team player matters.”

Thank you, Virginia, Carol and Susanne.

Ayşe Öztuna Bozoklar, Turkey/Managing Partner

Ayşe, why is balance better?

“Well, firstly balance is a great ideal to aspire to. It assumes the legitimacy of opposites or differences. Balance is achieved when differences are appreciated, reconciled, accommodated and harmonised.

Secondly, balance, even where it is achieved, needs to be constantly readjusted to changing circumstances and conditions.

Achieving balance is therefore always a work in progress, a constant effort.

If the great Einstein is right when he says that, ‘nothing happens unless something moves’, this constant effort to move things towards a better balanced state is what will ‘make things happen’ – both in our private and business lives.

Regarding gender balance, it is important to fully recognize that given digitalization, AI, and the fundamental transformation we are experiencing in all economic, political and social systems, the conversation today needs to be more than simply about ‘women’s rights’.

Rather it should focus on what we need to do to ensure that the best talent is fostered and encouraged everywhere, irrespective of gender, age, culture, or indeed any other diversity label.”

What would have the greatest impact for inclusion and diversity in organisations?

“Balancing the board, flexible working, and increased engagement by the leadership to me are the ‘Big 3’.

There’s a Turkish proverb that says, ‘A fish will start smelling from the head down.’

And so it is with organisations. Unless the very top of the organisation sets the right example, it will not really be credible. Secondly, flexible working is crucial for young parents. Most people’s greatest career moves and

opportunities happen in their 30s and 40s. That’s also the time that most people become parents.

Finally, engagement by the leadership for greater gender balance is crucial at all levels. Because “doing things as usual” and falling back into established norms and practices is a default condition that only leadership can challenge and change.

Here, women in top executive roles should more openly advocate gender equality and become role models for other women leaders. For women, now is the time to shine.”

Thank you, Ayşe.



There’s a Turkish proverb that says, ‘A fish will start smelling from the head down.’
Ayşe Öztuna Bozoklar

“I’m very optimistic about the next generation of women, I’m very optimistic about what they’re going to achieve.”

Julia Gillard, Chair of the GIWL



Baroness Virginia Bottomley, Chair, Board Practice



Ayse Öztuna Bozoklar, Managing Partner for Istanbul



Carol Reay, Global Chief Marketing Officer



Susanne Thorning-Lund, Partner in the UK

“Achieving balance is therefore always a work in progress, a constant effort.”

Ayse Öztuna Bozoklar

“My intuitive sense is, if you get diversity to a real stage, so it’s not one woman sitting on the board, or one woman in the C-suite... you’ve changed the nature of teams then I think that does help with inclusion.”

Julia Gillard, Chair of the GIWL

APAC

Steady Sun, China/Partner

Steady, why is balance better?

"It was said by ancients in China 'when a male and female work together, things will be fixed in an easier way.' Putting people of different ages, genders and backgrounds together will be helpful to extend the overall competence of an organization."

Does the current debate about gender equality risk overshadowing other related minorities, and what is the best way to ensure a better dialogue to stop this happening?

"Everybody has a different view, and respecting this difference is what equality is all about."

The word 'dialogue' is key. It implies an open and receptive attitude, plus a degree of humility on the part of the leader."

What would you say to women returning to a leadership or senior position after a period of maternity leave? How can they best set themselves up to succeed?

"It takes time to pick everything up again, while balance in your work and home life is the key to begin with. Support from the management is also critical."

What guidance would you give young women on how to assert themselves in the workplace, particularly in male dominated environments?

"It's not about gender, it's about your behaviour. Mind-set is the No.1 factor for achieving future success. Enjoying what you do is also key, as is being well-planned and organized in both your professional and personal life."

What's the one piece of advice you would give to younger people as they grow up and, hopefully, have the opportunity to explore and discover their passion and potential?

"Find something you are passionate about or comfortable with. Try to be a 'missionary', not a 'mercenary'."

People who are successful tend to work to achieve their mission first. Money and fulfilment will follow."

Thank you, Steady.

Julie Steiner, Australia/Partner

Why is balance better?

"We have lack of balance, or in other words a lack of equal-ness and hence inequality, in much of our society."

Productive and modern countries need balance to ensure they have a way forward in all aspects of their societies."

Does the current debate about gender equality risk overshadowing other related minorities, and what is the best way to ensure a better dialogue to stop this happening?

"The ongoing discussion and awareness of gender equality must continue until true balance and equality is reached. This needs to happen in hard and soft power environments; the workplace, the sportsground and at home. Until women achieve balance in all matters – including financial equality and feeling safe (physically, psychologically and emotionally) in all public and private environments – this discussion must continue."

But, this does not mean that other dialogues about minorities cannot continue. We cannot look at inclusion through a single line of sight. Life and society can manage complexity; hence this discussion can accommodate various elements of the 'family of needs'."

What is the most positive change you have seen, and what is the area where you think the most work remains to be done?

"Women of all ages and socio-economic backgrounds have found a language that allows them to gain respect and ensure they can advocate for equality and balance for themselves. However, my sense is that as women have become a



Steady Sun
Partner in Shanghai



Julie Steiner
Partner in Australia

bit more empowered, men have increasingly felt threatened and competitive."

So, progress has been less than one would have hoped. Work needs to be done so men can feel more comfortable accommodating strong and opinionated women and girls in their midst. Strong women should be seen as an asset and not an irritation to be managed away in some form – directly or indirectly."

Is there a role for men in the advancement of women?

"There is a critical role for men – but it has to be authentic, intelligent, long term and not part of their personal PR campaign. There is a difference between patronage and a deep-seated belief that competent, committed women need to be part of every eco-system. The data is clear on the benefits of equality. This should be the beginning of enlightened men understanding how and why advancement for talented men and women is a collective responsibility."

WHY THE INTERIM LIFESTYLE IS CHAMPIONING A HEALTHY WORK-LIFE BALANCE

Grant Speed, Managing Director of Odgers Interim, talks to interim managers Kate Farley and Milly Camley about how they have utilised the interim lifestyle to achieve a successful work-life balance.

“If you spend all your time at work, you don’t get involved in their lives,” Kate Farley said as she told me about how becoming an interim manager had enabled her to spend more time with her teenage children.

“As they get into their teens, the difficulties crop up around social media, bullying and exams. By just spending more time at home you get a better understanding of their lives. Teenagers don’t come to you with problems, so by being around more you get to know them well enough to see things and proactively help them through difficult periods,” Kate said, “if I worked a normal work week, I wouldn’t have seen the periods when they were struggling.”

Kate is currently an interim housing consultant at Orbit Housing Group. Her previous assignments for Odgers Interim have included interim housing services director at Origin Housing Group and interim change programme director at Aldwyck Housing Group. As an interim, Kate typically works a three to four day work week that she can structure around her family and personal life. If needs be, she can work five days one week and three days the next.

Being an interim doesn’t just have a positive impact on an individual’s work-life balance; it also affects the quality of the work they deliver. “Interim work gives me a greater ability to set work boundaries and means that for those four days I am at work, I can throw myself into it and put 100% into the job,” Kate said.

Interim Management has a level of flexibility that fits with Milly Camley’s expertise. As a senior strategy and communications expert, Milly’s roles can often require working outside of the typical nine-to-five, including managing reputation and working with senior stakeholders; thus the expectations from both the client and the interim side are of flexibility to meet the requirements of the assignment from the start. Flexibility is reinforced when perimeters are set from the start – this is something that Odgers Interim will arrange on-behalf of any interims we place.

Milly has recently taken up a permanent role, but has undertaken a number of interim assignments, including at the London Borough of Brent, Watford Borough Council, the Big Lottery Fund and the Royal Borough of Windsor and Maidenhead. “By working as an interim I can take half-terms off, choose when I want to work and when I want to spend time with my family,” Milly told me, “so by being an interim you can spend time with your family and gain all the benefits of working and pursuing a career.”

Milly moved into the interim world after the birth of her second child. It gave her the flexibility she wanted at the same time as meeting her expectations around how she wanted to work, which was about delivering change and improvement at pace, rather than traditional working models.

This is a critically important aspect of interim management; by bringing on-board a flexible, results-driven employee, both private and public sector organisations are meeting the need for more agile resources whose mind-set enables them to react to changes and deliver objectives at pace. Not only can the interim life-style provide a much healthier work-life balance, it can make organisations far more productive as well.

By being an interim you can spend time with your family and gain all the benefits of working and pursuing a career.

Milly Camley

WELCOME TO OBSERVE MAGAZINE ISSUE 16

The 16th edition of Odgers Berndtson's global magazine is devoted to the subject of women's leadership. And who better to guest-edit this Observe than no-less a leader than Julia Gillard, former PM of Australia and Chair of the Global Institute for Women's Leadership.

Although Observe 16 is primarily about women, it's certainly not exclusively so. After all, gender equality affects everyone and can benefit every person and every business.

Asking questions, pushing forward.

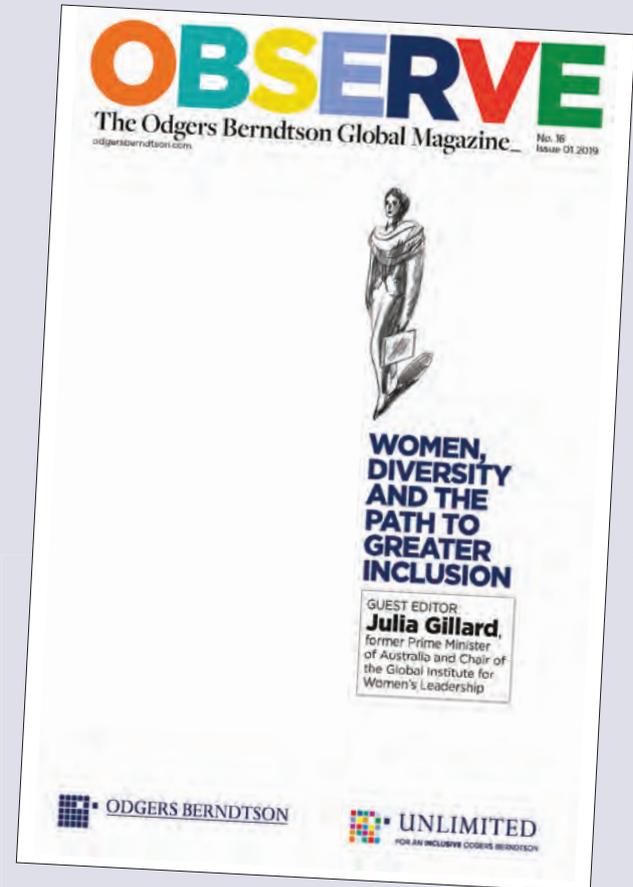
In this issue of Observe, we pose a number of important questions.

How can diversity drive the bottom line? How can men help women rise and shine in the workplace? Does promoting women without taking account of employees' multiple identities really only take us so far.

We look into the boardroom and explore ideas on how best to balance it more equally. Plus, there's plenty of inspiration on a host of topics from a range of women who are breaking barriers in leadership across the world. In areas like tech, banking and healthcare.

There's lots more:

- Predictions of what the future of work will look like for women.
- How to alter the culture of the workplace to include everyone.
- How women leaders are 'sending the lift back down' to help female colleagues on the way up.



What can be done to radically improve the female career cycle.

We hope you'll find Observe16 a truly rewarding read as we join the world in celebrating International Women's Day and strive for a #balanceforbetter

To read more, visit
[Odgersberndtson.com/observe](https://odgersberndtson.com/observe)



Making diversity and inclusion a priority

With **63 offices** in 30 countries, we find outstanding leaders **everywhere in the world.**



UNLIMITED

FOR AN **INCLUSIVE** ODGERS BERNDTSON