

# **The Role of Gender in Building a Resilient City:**

## **Examining Christchurch New Zealand**

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**Abstract**

New Zealand has an opportunity to become a global example of the benefits of organizational gender balance by showcasing the Christchurch rebuild as a project that promotes gender diversity. Equal Opportunity policies have not dramatically changed the make-up of corporate boards nor have they resulted in the promotion of women to senior leadership positions. A review of recent research confirms that there are clear organizational benefits to promoting women to decision-making positions and these same benefits can contribute to greater national resilience. The organizations working to rebuild Christchurch need a diversity of perspective to implement creative and innovative strategies for city-wide resilience. The necessary diversity of perspective can be attained through the promotion of women to leadership positions.

Keywords: ANZTSR 2014, Leadership, Resilience, Women

## Introduction

New Zealand has led the world in championing gender equality and women's rights. In 1893 New Zealand became the first self-governing country in the world to give women the right to vote in parliamentary elections<sup>1</sup> and during the intervening hundred years, New Zealand has maintained its place as a trailblazing country for women's rights and gender equality. Today, New Zealand has an opportunity to become a global example of the benefits of organizational gender equality by showcasing the Christchurch rebuild as a project that promotes that initiative.

New Zealand's leadership is needed to demonstrate the benefits of female participation in building resilient communities around the world. As a global culture, we have marginalized women in the workplace for as long as they have been a part of the workforce. Despite all the policies to advance equal opportunity, women are still relatively rare on corporate boards and in senior leadership positions.

International attention has turned to climate change and financial collapse and gender balanced leadership has dropped as a global priority. However, gender balanced leadership may be a necessary step in addressing these internationally pressing issues. The UN and Catalyst, a nonprofit research and advocacy group for women in business, have worked to keep the issue of gender-balanced leadership at the forefront of global conversations and as part of the response to climate and economic crisis.<sup>2</sup> Researchers, such as Alice Eagly and Jean Lau Chin, have uncovered the societal norms that lead to gender disparities and they have developed management practices that begin to redress the imbalance. Various research studies conducted by

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<sup>1</sup> "New Zealand women and the vote." Ministry of Culture and Heritage. July 17, 2014.  
<http://www.nzhistory.net.nz/politics/womens-suffrage>

<sup>2</sup> The World Economic Forum. *Global Risks - Insight Report*. 2014.  
[http://www3.weforum.org/docs/WEF\\_GlobalRisks\\_Report\\_2014.pdf](http://www3.weforum.org/docs/WEF_GlobalRisks_Report_2014.pdf)

universities and corporate entities have concluded that women bring added value to organizational leadership.

As a nation, New Zealand is striving to become more resilient to natural, economic, and societal shocks. Ignoring the research findings that verify and confirm the benefits of gender diversity is to the detriment of New Zealand and to the rebuilding projects in Christchurch. Women bring unique perspective and skills to the teams on which they participate. Resilience requires a diversity of perspective to innovate solutions to new systemic shocks. Therefore, it is beneficial for organizations to have balanced gender representation on their boards. Rampant gender imbalance will be particularly detrimental to rebuilding a more resilient Christchurch.

New Zealand has stagnated on the issue of gender equality and will continue to fall behind the international community if organizations do not begin to make changes. The city of Christchurch has been tasked with rising from the rubble with a focus on rebuilding with greater resilience. Christchurch has the opportunity to become a model for other nations to emulate. Creating greater resilience will be difficult unless leading individuals and organizations take deliberate steps to include a more diverse panel of voices on boards and in leadership positions. Female inclusion at the decision-making level will provide a diverse perspective and foster innovation. Women must have a greater role if the goal is building a more resilient city.

### **Why Women?**

In December 2013, Catalyst, a nonprofit research and advocacy group for women in business reported that in the last decade that there has been no progress in moving women into top leadership positions at Fortune 500 companies either as Executive Officers or as participants on the Board of Directors. The survey indicated that women held only 16.9% of corporate board seats in 2013, indicating no significant increase for the 8<sup>th</sup> straight year. Only 14.6% of executive

officer positions were held by women and 10% of the companies had no women serving on their boards.<sup>3</sup>

In Christchurch the government agencies and construction and insurance companies involved in the rebuilding effort are led by male CEOs. The senior leaders of the NZ Transport Agency, the Canterbury Earthquake Recovery Authority (Cera), and the Christchurch Central Development Unit (CCDU) are male. The Stronger Christchurch Infrastructure Rebuild Team (SCIRT), responsible for rebuilding horizontal infrastructure in Christchurch, has an all-male board and only two women on the ten-person management team. The civil engineering firms City Care, Downer, Fletcher, Fulton Hogan, McConnell Dowell, tasked with completing the city's major construction projects lack gender equality at the senior management level and all the CEOs are men. Even the global engineering, design, planning, and research consultancies working with SCIRT are led by men with occasional and marginal female representation on the board.

Nonprofit organizations also suffer from gender imbalance. *The Chronicle of Philanthropy* collected data on the gender of current chief executives of 400 nonprofit organizations featured in the 2009 Philanthropy 400 and compared it to similar data from Fortune 500 companies. 18.8% of the leadership positions at the 400 charities were held by women while only 5.2% of Fortune 500 chief executive officers were female.<sup>45</sup> Nonprofits have more gender diverse leadership than their for-profit counterparts, but despite the preponderance

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<sup>3</sup> "Catalyst 2013 Census for Fortune 500: Still No Progress After Years of No Progress." *Catalyst Media Announcements*. December 10, 2013. <http://www.catalyst.org/media/catalyst-2013-census-fortune-500-still-no-progress-after-years-no-progress>

<sup>4</sup> Joslyn, Heather. "A Man's World." *The Chronicle of Philanthropy*. September 17, 2009. <http://philanthropy.com/article/A-Mans-World/57099/>

<sup>5</sup> As of October 14, 2014, women held 5.2% of Fortune 500 CEO positions and 5.4% of Fortune 1000 CEO positions. "Women CEOs of the Fortune 1000" *Catalyst Knowledge Center*. October 14, 2014. <http://www.catalyst.org/knowledge/women-ceos-fortune-1000>

of professional women in both the for-profit and nonprofit sector, they are largely absent from chief executive roles.

In Christchurch, nonprofit leadership is also predominately male. Nonprofit organizations supporting Christchurch's recovery, Avon-Otakaro Network, Christchurch Coastal Pathway, Circle Trust, Community Energy Action, Eastern Vision, and Rebuild Christchurch, are headed by men. The Christchurch Earthquake Appeal Trust is guided by three male trustees and Canterbury Sustainable Business Forum has a male chief operating officer and he is supported by an all-male board. The nonprofits have greater female representation on their boards and in leadership positions than the for-profit organizations helping to rebuild Christchurch, but the numbers are still imbalanced.

Catalyst's 2013 research confirmed a strong business and financial case for advancing women to leadership. Illene H. Lang, President and CEO of Catalyst explained that gender diverse business leadership and governance are correlated with stronger business performance, employee engagement, and innovation. She concluded that, "a company with no women at the top is missing one of the biggest opportunities in the marketplace today."<sup>6</sup> Fewer women making up board composition and holding leadership positions is bad for organizations on a number of fronts and the end result is the stagnating performance of senior leadership and decision-making teams lacking creative solutions.

### *Performance*

Carol Stephenson, Dean of the Richard Ivey School of Business, points out a major reason why board gender diversity matters: it is good for the bottom line. A 2007 Catalyst

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<sup>6</sup> "Catalyst 2013 Census for Fortune 500: Still No Progress After Years of No Progress." *Catalyst Media Announcements*. December 10, 2013. <http://www.catalyst.org/media/catalyst-2013-census-fortune-500-still-no-progress-after-years-no-progress>

Survey found that Fortune 500 companies with the highest percentage of female directors outperformed competitors with the lowest female representation.<sup>7</sup> Since 2004 Catalyst reports have noted that companies that achieve diversity in their senior management and on their corporate boards attain better financial results.<sup>8</sup>

Researchers at Credit Suisse reviewed the performance of more than 2,000 global companies over several years, ending in 2012, and found that companies with women on their boards had higher average returns on equity and higher growth.<sup>9</sup> In a study of more than 150 German firms over five years, researchers confirmed that boards with 30 percent women will have a higher return on equity than all-male boards.<sup>10</sup> Judy Rosener, professor emerita at the Paul Merage School of Business, University of California, Irvine states that while there is increasing evidence that companies with more than three women on their board have a higher return on investment, “nearly 25% of Fortune 500 companies still do not have one woman on their corporate board.”<sup>11 12</sup> Three female board members is a magic number. Catalyst found stronger-than-average financial performance at companies where at least three women serve, but few organizations have acted on this finding.<sup>13</sup>

### *Governance*

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<sup>7</sup> Rosener, Judy. B. “The Business Case for Having More Women on Boards.” Women On Board Mentoring Program. May 2003. <http://www.womenonboard.ca/docs/The-Business-Case.pdf>

<sup>8</sup> “Why Diversity Matters.” *Catalyst Information Center*. July 2013.

<sup>9</sup> Kaufman, Wendy. “Women Still Largely Absent from Corporate Boards.” National Public Radio. December 10, 2013. <http://www.npr.org/2013/12/10/249862083/women-still-largely-absent-from-corporate-boards>

<sup>10</sup> “Why Diversity Matters.” *Catalyst Information Center*. July 2013.

<sup>11</sup> Rosener, Judy, B. “The ‘Terrible Truth’ About Women on Corporate Boards.” *Forbes*. June 7, 2011. <http://www.forbes.com/sites/womensmedia/2011/06/07/the-terrible-truth-about-women-on-corporate-boards/3/>

<sup>12</sup> Many of the United States’ largest and most successful companies have one to three females on their board. Wal-Mart, General Motor, General Electric, MetLife, PepsiCo, Target, Aetna, Publix Super Markets, Macy’s and ManPower all have four female board members. Nazworth, Angela. “Fortune 500 Companies with Most Gender-Diverse Boards.” *InvestorPlace*. August 1, 2012.

<sup>13</sup> “The Bottom Line: Corporate performance and women’s representation on boards.” *Catalyst*. 2007.

In 2002, The Conference Board of Canada found that “Boards with more women surpass all-male boards in their attention to audit and risk oversight and control.” Additionally, 74% of boards with three or more women explicitly identify criteria for measuring strategy and only 45% of all-male boards do the same. 94% of boards with three or more women explicitly monitor the implementation of corporate strategy while only 66% of all-male boards do.<sup>14</sup> Research at Harvard and Stanford universities in the United States showed that governance failures happened because non-diverse senior management teams were making the decisions. So there is a business case for diversity. “Decisions might take a bit longer – because there's more debate, more conversations – but when decisions are arrived at they are balanced and they involve more informed risks.”<sup>15</sup>

An example of the shortfalls of a homogeneous business leadership is at McConnell/Dowell one of the major construction firms helping to rebuild Christchurch. The senior management team is described as a make-up of cowboys and dinosaurs, a CEO that doesn't get it, and an outdated style of management. The company has publically received negative feedback from employees. One person's advice to management includes “Restructuring the business by rearranging the same old team will only produce the same old results. Utilizing employee feedback and bringing in some new blood would invigorate the business and help it to grow. There is still the potential to be a great company.”<sup>16</sup> The company is headed by a male CEO and there is only one woman on the 12 person board. In recent months, the company has

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<sup>14</sup> Rosener, Judy, B. “The Business Case for Having more Women on Boards.” *Women on Corporate Boards Makes Good Business Sense*. Women on Board Mentoring Program. May 2003. <http://www.womenonboard.ca/docs/The-Business-Case.pdf>

<sup>15</sup> “Diversity: the deficit at the top of the biggest charities.” *Third Sector*. August 28, 2014.

<http://www.thirdsector.co.uk/diversity-deficit-top-biggest-charities/management/article/1308999>

<sup>16</sup> Organization Search: McConnell Dowell. Glassdoor. <http://www.glassdoor.com/Reviews/McConnell-Dowell-Reviews-E495553.htm>

struggled with safety violations<sup>17</sup> and in Australia the Minister for Finance issued a three month exclusion sanction against McConnell Dowell Constructors for poor governance decisions.<sup>18</sup>

These findings do not prove women make the difference, but Brady W. Dougan, Credit Suisse's CEO, said that no one can say the results aren't striking.<sup>19</sup> Recent research moves the issue beyond discussions about equity or fairness, and confirms that it makes good business sense to have women leading organizations.

*What skills are women bringing to an organization that amount to added value?*

Katherine Phillips, a professor of leadership and ethics at Columbia University's Business School, says women bring a perspective that men might not have. She says that diversity of perspective and opinion compels everyone in the room to think harder and more critically.<sup>20</sup>

Thomas Malon, an expert in collective intelligence, suggests having women in the group may lead to smarter decisions due to the fact that women may be generally more collaborative.<sup>21</sup>

These two ideas allude to the research findings of Alice Eagly, a professor of social psychology at Northwestern University and Jean Lau Chin, leadership, diversity, and women's issues professor at Adelphi University. Eagly and Chin found that the influence of others' expectation and of personal identities shape and constrain the behaviors of female leaders. Various studies conducted by Eagly demonstrate that "on the one hand, female leaders are expected to take charge and approach leadership in the same ways as their male colleagues. On the other hand,

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<sup>17</sup> Field, Michael. "McConnell Dowell faces charges over death." Stuff.co.nz. January 1, 2014.

<http://www.stuff.co.nz/business/world/9642550/McConnell-Dowell-faces-charges-over-death>

<sup>18</sup> "Exclusion sanction on McConnell Dowell." Department of Treasury and Finance: Construction Code Compliance. <http://www.dtf.vic.gov.au/Infrastructure-Delivery/Construction-code-compliance/Exclusion-sanction-on-McConnell-Dowell>

<sup>19</sup> Kaufman, Wendy. "Women Still Largely Absent from Corporate Boards." National Public Radio. December 10, 2013. <http://www.npr.org/2013/12/10/249862083/women-still-largely-absent-from-corporate-boards>

<sup>20</sup> Kaufman, Wendy. "Women Still Largely Absent from Corporate Boards."

<sup>21</sup> Kaufman, Wendy. "Women Still Largely Absent from Corporate Boards."

female leaders are expected to deliver the warmth and friendliness that is culturally prescribed for women.”<sup>22</sup> As a result of negotiating these expectations, women leaders incorporate culturally masculine and feminine qualities. Women tend to have a more democratic and participative leadership style than men. Eagly suggests that this may be because people resist women who take charge in a particularly assertive or masculine manner. This balancing act of others’ expectation and of personal identity results in the cultivation of a unique set of leadership skills.

Research has also found that women leaders are more transformational in their leadership style than male leaders. Transformational leaders are able to inspire followers to change expectations, perception, and motivation to work towards a common goal. In most context, authoritarian leaders who utilize top-down, command-and-control styles of leadership no longer provide the most effective or admired type of leadership. Scholars of leadership have increasingly emphasized that effective leadership emerges from inspiring, motivating, and mentoring followers. The transformational model of good leadership appears to be infused with cultural femininity in its inclusion of support and mentoring that leaders provide to followers.

Despite the fact that transformational leadership is more congruent with the interpersonal characteristics usually associated with women leaders than with the aggressive and hierarchical characteristics associated with male leaders, few women are promoted to the top-level executive positions. Numerous commentators have suggested that women are better suited for the “New Economy,” with its emphasis on communication and interpersonal skills.<sup>23 24</sup>

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<sup>22</sup> Eagly, Alice and Jean Lau Chin. “Diversity and Leadership.” *American Psychologist*. Vol. 65, No. 3, April, 2010.

<sup>23</sup> Fanny M. Cheung and Diane F. Alpern. “Women at the Top” April 2010. *American Psychologist*.

<sup>24</sup> The new economy was defined by the transition from a manufacturing-based economy to a service-based economy. Alexander, Charles P. “The New Economy.” *Time* magazine. May 30, 1983.

Despite women's generally good managerial behaviors they tend to be judged as less effective than men.<sup>25</sup> Judgment based on social group membership regardless of individual skill constitutes prejudice and this mindset is clearly detrimental to the inclusion and promotion of women to leadership positions.

Fanny Cheung, gender researcher at the Chinese University of Hong Kong and Diane Halpern, Director of the Berger Institute for Work, Family, and Children at Claremont McKenna College interviewed a sample of women and found that they believed that their style of leadership was better suited for the contemporary workplace. However, they also found that across national boundaries women are exposed to stereotypes that form sexist prejudice in organizations. Gender norms prescribe the roles and behaviors for men and women and makes it difficult for women to attain leadership roles and top management positions. Roya Ayman, an international leadership consultant, and Karen Korabik, gender and leadership expert, suggest that an examination of the effects of gender and culture has the potential to change our definition of what constitutes effective leadership.<sup>26</sup>

Restrictive prejudice is detrimental to the success of organizations. A more inclusive conceptualization of leadership may lead to stronger, more effective, innovative, and resilient organizations. Judy Rosener succinctly explains that "in today's fast changing global environment, which is culturally diverse, and characterized by ubiquitous social, political, and economic uncertainty, female attributes represent "added value.""<sup>27</sup> The added value and diversity of perspective that women bring to leadership positions and decision-making teams has the potential to create greater organizational and societal resilience.

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<sup>25</sup> Eagly, Alice and Steven J. Karau. "Role congruity theory of prejudice toward female leaders." *Psychology Review*. Vol. 109, No. 3, July 2002.

<sup>26</sup> Ayman, Roya and Karen Korabik. "Leadership: Why gender and culture matter." *American Psychologist*. Vol. 65, No. 3, April, 2010.

<sup>27</sup> Rosener, Judy, B. "The 'Terrible Truth' About Women on Corporate Boards." *Forbes*. June 7, 2011.



## New Zealand, No Longer a Trailblazer

New Zealand has led the world in championing women's rights and has been a leader in gender equality. In 1893, NZ became the first independent country in modern times to give women the right to vote and in 1919 this was extended to the right to stand for Parliament.<sup>28</sup> Australia did not give women the right to vote until 1902 and it was 1911 before all the Australian states and territories had granted women's suffrage for state elections. The United States did not give women the right to vote in national elections until 1920.

In 1933 the first female MP was elected and by 2001 NZ had filled the following positions by women: governor-general, prime minister, leader of the opposition, chief justice, and chief executive officer of the country's largest company.<sup>29</sup> In 2013, Australia elected its first female prime minister and the United States has yet to elect a woman to the presidency.

In 2006, The Global Gender Gap Index, which examines the gap between men and women in order to better track and measure gender-based disparities, ranked New Zealand fifth in the world. The World Economic Forum, which annually develops the report, recognized that "countries and companies can only be competitive if they develop, attract and retain the best talent, both male and female."<sup>30</sup>

However, in the 2013 Global Gender Gap Report, trailblazing NZ slipped from fifth to seventh place, behind Ireland and the Philippines. An international business report released this year found that the average proportion of women in senior roles in New Zealand businesses has

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<sup>28</sup> Cullen, Peter. "NZ falls back in gender equality." Dominion Post. June 13, 2012.  
<http://www.stuff.co.nz/dominion-post/business/7093215/NZ-falls-back-in-gender-equality>

<sup>29</sup> Cullen, Peter. "NZ falls back in gender equality." Dominion Post. June 13, 2012.

<sup>30</sup> The World Economic Forum. *The Global Gender Gap Report*. 2013.  
[http://www3.weforum.org/docs/WEF\\_GenderGap\\_Report\\_2013.pdf](http://www3.weforum.org/docs/WEF_GenderGap_Report_2013.pdf)

remained stuck at 31 per cent for the past 10 years.<sup>31</sup> A recent Grant Thornton survey revealed that only 5% of CEO roles are held by women, and that 65% of New Zealand companies do not even have women on their boards.<sup>32</sup> The New Zealand Census of Women's Participation 2012 found that women account for only 24% of chief executives of government departments despite the overall percentage of women working in the public sector being 59%.<sup>33</sup> This discrepancy endures despite the fact that the research has shown that women directors can help organizations gain competitive advantage and increase profits, and that organizations with women on their boards outperform those without.<sup>34</sup>

In collaboration with Business New Zealand and the Institute of Directors in New Zealand, the Ministry of Women's Affairs released a report, "Women on Boards: why women on company boards are good for business." The report serves to outline how business and government can work together to come up with beneficial gender equity solutions. The Hon. Pansy Wong the Minister of Women's Affairs writes, "New Zealand is the first country where women gained the right to vote. We have never looked back and the world holds us in high regard for our forward thinking and fair go attitude."<sup>35</sup> She recognizes the importance of combining the strengths of men and women to support strong national economic performance. Prime Minister John Key opened the report stating, "when you look at the small number of women in the boardrooms of New Zealand's top businesses – only about one in every 12 company directors is a women – you have to wonder whether Kiwi businesswomen are getting

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<sup>31</sup> Downes, Siobhan. "Unfinished business for women." *Stuff.co.nz*. July 21, 2014.  
<http://www.stuff.co.nz/business/women-of-influence/10283367/Unfinished-business-for-women>

<sup>32</sup> Cullen, Peter. "NZ falls back in gender equality." *Dominion Post*. June 13, 2012.

<sup>33</sup> Glazebrook, Susan. "Women in the Public Sector – a question of equality."  
Institute of Public Administration New Zealand in Wellington on September 16, 2013.

<sup>34</sup> "The Bottom Line: Corporate performance and women's representation on boards." *Catalyst*. 2007.  
<http://www.catalyst.org/knowledge/bottom-line-corporate-performance-and-womens-representation-boards>

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the opportunity to succeed that they deserve. And you have to wonder whether our companies are making the best use of the talent on offer.”<sup>36</sup>

The report recognized that government has a role to play in creating gender equality and the New Zealand national government has committed to increasing women’s participation to 45 percent on state sector boards and committees by 2014. Over the last nine years participation rates have ranged between 40-42 percent and as of December 2012, 40.5 percent of appointees to state sector boards were women. The Ministry of Women’s Affairs monitors and reports on state sector gender diversity annually.

In May 2014, the New Zealand Government completed a report on the nation’s progress since the implementation of the Beijing Declaration and Platform for Action in 1995.<sup>37</sup> The NZ government prioritized the development of a well-functioning labor market using women’s skills and talents in employment and leadership. As a result NZ actively supported the drafting of the Pacific Leaders’ Gender Equality Declaration (2012). The government recognizes gender equality and women’s empowerment as critical to sustainable economic development, as being responsible for creating a foundation for a fairer, healthier and more representative society, for increasing productivity, and for improving development outcomes for all.<sup>38</sup>

The New Zealand national government also maintains a private sector goal of achieving 10 percent women on private sector boards by 2015, but leaves it up to the private sector to

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<sup>36</sup> “Women on Boards: Why women on company boards are good for business.” Report by Business NZ, Institute of Directors, Ministry of Women’s Affairs. February 28, 2014.

<https://www.iod.org.nz/Portals/0/Governance%20resources/MWA%20-%20Women%20on%20Boards.pdf>

<sup>37</sup> At the United Nations Fourth World Conference for Women in 1995 the Platform for Action set an agenda for women’s empowerment and aimed to accelerate and remove barriers to women’s active participation in all spheres of public and private life through a full and equal share in economic, social, cultural and political decision-making. The mission stated that equality between women and men is a matter of human rights and a condition for social justice.

<sup>38</sup> “New Zealand Government’s National Review: Implementation of the Beijing Declaration and Platform for Action (1995) and the outcomes of the twenty-third special session of the General Assembly (2000).” Ministry of Women’s Affairs. May 2014.

determine an appropriate target. Executive Chairman of the World Economic Forum, Klaus Schwab admonished that “while governments have an important role to play in creating the right policy framework for improving women’s access and opportunities. It is also the imperative of companies to create workplaces where the best talent can flourish. Civil society, educators and media also have an important role to play in both empowering women and engaging men in the process.”<sup>39</sup>

In 2012 the New Zealand Human Right Commission concluded that New Zealand is making slow, incremental but unspectacular progress toward gender equality.<sup>40</sup> Phil O’Reilly, Chief Executive of Business New Zealand, believes that, “the most useful way to address the deficit is by voluntary action – not targets or compulsion – and by planning.”<sup>41</sup> Former Prime Minister Jenny Shipley, chair of the Global Women organization agrees that the issue is beyond meeting quotas and about New Zealand businesses broadening their capabilities by harnessing the full potential of their people.

### *Gender Diversity Initiatives*

The Australian Securities Exchange (ASX) led a voluntary push to increase corporate gender diversity by requiring listed companies to disclose their diversity policies or to explain why they did not disclose this information.<sup>42</sup> The ASX Corporate Governance Council’s<sup>43</sup>

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<sup>39</sup> Ibid Global Gender Gap Report

<sup>40</sup> New Zealand Human Rights Commission 2012

The Human Rights Commission undertakes a Census of Women’s Participation every two years. This report covers the number of women in governance roles in New Zealand.

<sup>41</sup> “Women on Boards: Why women on company boards are good for business.” Report by Business NZ, Institute of Directors, Ministry of Women’s Affairs. 2014.

<sup>42</sup> Katz, David A. “Developments Regarding Gender Diversity on Public Boards.” Harvard Law School Forum on Corporate and Financial Regulation. November 12, 2013.

<http://blogs.law.harvard.edu/corpgov/2013/11/12/developments-regarding-gender-diversity-on-public-boards/>

<sup>43</sup> ASX Corporate Governance Council: a self-regulatory body made up of 21 companies alongside shareholder and industry groups

gender diversity Principles and Recommendations were introduced in 2011 and after the first full year of reporting, (December 31, 2011 to December 30, 2012) diversity guidelines resulted in improved diversity in leadership positions.<sup>44</sup>

By 2014, nearly all of the top 200 ASX companies had enacted a diversity policy, the number of women on boards had jumped from 8.3 percent to 18 percent, and women in senior positions for the top 200 companies was at 22 percent.<sup>45</sup> After reviewing the success of the Australian policy, the New Zealand Stock Exchange (NZX) adopted a similar policy in December 2012 which required publicly listed companies to report on the gender balance of their boards and executive officers.<sup>46</sup>

In 2013, during the first year of gender reporting by New Zealand Stock Exchange listed companies (excluding overseas companies), 109 companies reported that only 12% had female directors and 19% of the board officers were female.<sup>47</sup> These findings establish a baseline for improvement. However, Jillian Segal, director of the ASX noted that companies shouldn't use gender reporting as a "tick the box" exercise but as a way to hire more women for senior roles. She called for structural changes in the workforce supported by senior management.<sup>48</sup>

If New Zealand is to be once more at the forefront of championing change, individuals already in leadership roles need make a commitment to guiding their organizations toward gender equality in order to create lasting change.

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<sup>44</sup> "ASX diversity guidelines are working." ASX newsletter. June 2013. <http://www.asx.com.au/education/listed-at-asx/diversity-guidelines.htm>

<sup>45</sup> Khadem, Nassim. "Gender equality will take years: NAB director." *Financial Review*. April 10, 2014. [http://www.afr.com/p/national/gender\\_equality\\_will\\_take\\_years\\_rJwze03Su5jcWJh0RHMrJ](http://www.afr.com/p/national/gender_equality_will_take_years_rJwze03Su5jcWJh0RHMrJ)

<sup>46</sup> "Consultation to improve workplace gender reporting." Ministers' Media Centre. May 15, 2014. <https://ministers.employment.gov.au/abetz/consultation-improve-workplace-gender-equality-reporting>

<sup>47</sup> "Gender Diversity Annual Statistics." NZX Announcements. March 3, 2014. <https://nzx.com/companies/NZX/announcements/247750>

<sup>48</sup> Khadem, Nassim. "Gender equality will take years: NAB director." *Financial Review*. April 10, 2014.

The 25 Percent Group, comprised of Chairs and CEOs from private, publicly-listed, and multinational companies strives toward an ambitious goal of 25% female participation in the public and private sectors by 2015.<sup>49</sup> Members are committed to achieving voluntary gender diversity at senior management levels and in New Zealand boardrooms. The group explains that, “As leaders in the public and private sectors, 25 Percent Group members have the power to challenge and change the status quo. Each of us has pledged to lead by example, increasing women’s participation in senior positions within our own organisations, and to encourage our business peers to do the same.”<sup>50</sup> The members believe that by focusing on encouraging gender diversity they are taking a step towards ensuring that future boards capture the benefits of diverse thinking. One of the founders, Dave Chambers, the managing director of Progressive Enterprises states that “there is a real waste of talent and resource in New Zealand with women not adequately represented in senior management positions (and boards) despite comprising a high percentage of both the workforce and tertiary qualifications.”

Justice Glazebrook, who has written extensively on the topic of gender equality, discusses whether personal initiative or institutional change is most effective in solving gender equality inadequacies. She believes that individually women can work to overcome their hesitations, do more self-promotion and be strategic about their career decisions. But she also believes that real change will only come when structural change occurs.

A public-private partnership that recommended structural changes that encourage gender equality was implemented in Australia by Elizabeth Broderick, the Australian Sex

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<sup>49</sup> Members of the 25-Percent Group include: Andrew Barclay, CEO of Goodman Sachs NZ; Wayne Boyd and Jan Dawson independent directors; Barbara Chapman CEO of ASB Bank; Andrew Harnos, chair of the NZX; Jonathan Ling, CEO and Managing Director of Fletcher Building; Gabriel Makhoul, Secretary of the Treasury; Michael Stiassny, Chair of Vector; Sussan Turner, Group Managing Director of Media Works; Mark Verbiest, Chair of Telecom NZ and Transpower; and Joan Withers, chair of Mighty River Power and Auckland Airport (List from the New Zealand Human Rights Commission Report 2012).

<sup>50</sup> 25 Percent Group. Home Page. <http://www.25percentgroup.co.nz/>

Discrimination Commissioner. She brought together some of Australia's most influential male CEOs and chairpersons to construct a strategy for female inclusion. The collaboration between public and private sector leaders included members representing Qantas, Treasury, IBM, Citi, the Australian Public Service Commission, Telstra, and KPMG. The 2013 initiative was called Male Champions of Change (MCC) and the report identifies strategies to capitalize on gender diversity.<sup>51</sup>

The industry leaders proposed a four-part strategy to move an organization toward greater gender equality. The guidelines recommend honest evaluation of individual and organizational gender pitfalls, encourages male leaders to reflect on their own leadership style with relation to gender equality and to assess the gender balance in leadership at their organization. The report finds that by bringing personal and organizational bias to light, male executives are empowered to begin making changes by creating accountability and setting clear goals for the organization. The report additionally outlines steps to disrupt the status quo and dismantle barriers to more balanced gender diversity.<sup>52</sup>

The Male Champions for Change report stated that “we actually have to focus on the seat of power – which in Australia, as in many other countries still lies with men.” The report recommendations focused on recognizing formal or overt discrimination and nurturing a cultural change to progress gender equality at organizations. Creating change therefore requires men to take the message of gender equality to other men. It requires men to get on board, to take action and to encourage their peers to do likewise. This past September, Emma Watson spoke before

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<sup>51</sup> “Accelerating the Advancement of Women in Leadership: Listening, Learning, Leading.” Male Champions of Change. Australian Human Rights Commission. 2013. [https://www.humanrights.gov.au/sites/default/files/document/publication/2013\\_AHRC\\_MCC\\_accelerating\\_advancement\\_women.pdf](https://www.humanrights.gov.au/sites/default/files/document/publication/2013_AHRC_MCC_accelerating_advancement_women.pdf)

<sup>52</sup> “Accelerating the Advancement of Women in Leadership: Listening, Learning, Leading.” Male Champions of Change. Australian Human Rights Commission. 2013.

the UN as the UN Women Goodwill Ambassador for the launch of the UN campaign, HeForShe, which is intended to, “galvanise as many men and boys as possible to be advocates for change.”

She continued to say the gender inequality is an issue that negatively impacts men as well.<sup>53</sup>

Elizabeth Broderick spoke at the UN Women Commission on the Status of Women in March 2014. She said, “We need to stop treating gender equality as if it is just a women’s issue.

Without the avid support of men – men who currently dominate the leadership group in most large businesses and control most of the financial and other resources - substantial progress is unlikely.”<sup>54</sup>

The Male Champions for Change report found and the 25% Group believe that the success of diversity and inclusion efforts lies with the commitment of senior management, which is still predominately male, to the initiative. Frédéric Rozé the CEO of L’Oreal, a multinational company with a presence in 130 countries worldwide, said, “I have to be the champion of diversity and inclusion. It is my job to be a role model and show how important this is to our company.”<sup>55</sup> Former Prime Minister Jenny Shipley, chair of the Global Women organization agrees that if New Zealand is to be once more at the forefront of championing change, employers will need to take a leadership role in creating lasting change.

Elizabeth Broderick explained that without the avid support of men, who currently lead most large businesses and control most of the other resources around the world, substantial progress on the issue of gender equality is unlikely. The established research on female leadership style and the well documented value-added from women in senior management begin

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<sup>53</sup> <http://www.news.com.au/lifestyle/real-life/emma-watsons-speech-on-feminism-at-the-united-nations-is-amazing/story-fnixwvgh-1227066459159>

<sup>54</sup> “Emma Watson’s speech on feminism at the United Nations is amazing.” News.com.au Lifestyle. September 22, 2014. <https://www.humanrights.gov.au/news/speeches/male-champions-change-engaging-male-leaders-gender-equality>

<sup>55</sup> “Fostering Innovation Through a Diverse Workforce.” *Forbes Insight*. [http://images.forbes.com/forbesinsights/StudyPDFs/Innovation\\_Through\\_Diversity.pdf](http://images.forbes.com/forbesinsights/StudyPDFs/Innovation_Through_Diversity.pdf)

to make a case for a broader variety of leadership style in Christchurch. The financial, social, and economic impact of underutilized talent may have manifest in the for-profit struggle to rebuild Christchurch and in the citywide non-profit organizational capacity to serve the needs of Christchurch's citizens.

### **Rebuilding Christchurch**

After the earthquakes of 2010 and 2011 decimated the Christchurch CBD, the New Zealand national government established a single body, the Canterbury Earthquake Recovery Authority (Cera), to be solely responsible for managing the rebuild. Earthquake Recovery Minister, Gerry Brownlee, installed Roger Sutton as Cera's chief executive. The community felt positively about Sutton's ability to guide Christchurch forward. The chairman of the Canterbury Communities' Earthquake Recovery Network (CanCERN), Tom McBrearty, said that Sutton "brings two key ingredients – leadership around business and emphatic values around the community." McBrearty felt that Sutton had engaged well with the public at community meetings organized after the earthquake.<sup>56</sup> However soon after his installation, Sutton was stifled by his minister; the process turned bureaucratic and ultimately lost touch with the people of Christchurch.<sup>57</sup>

In the days after the quake, the Christchurch City Council was asked to produce a recovery plan for the CBD and Mayor Parker kicked off the Share an Idea project which earned international acclaim by winning the International Co-creation award.<sup>58</sup> However after the

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<sup>56</sup> Heather, Ben. "Roger Sutton to be new quake tsar." *The Press*. May 12, 2011. <http://www.stuff.co.nz/the-press/news/christchurch-earthquake-2011/4995021/Roger-Sutton-chief>

<sup>57</sup> McCrone, John. "Rumblings of Rebellion in Christchurch." *The Press*. August 11, 2013.

<http://www.stuff.co.nz/the-press/business/the-rebuild/9025773/Rumblings-of-rebellion-in-Christchurch>

<sup>58</sup> "Share an Idea scoops another international award." Christchurch City Council Press Release.

<http://www.scoop.co.nz/stories/AK1307/S00170/share-an-idea-scoops-another-international-award.htm>

citizen's participatory plan was produced, Brownlee decided that Christchurch deserved something more ambitious, more interventionist, and instead imposed his vision on up the city. A team of local and international experts were recruited to rewrite the plan in 100 days and the Blueprint was the resulting document.<sup>59</sup> Reporter John McCrone explained that tension between local and national interests rose and while the Blueprint may have served the needs of the citizens the, "result could be predicted. The Blueprint itself is great, but the implementation is where it is breaking down."<sup>60</sup> This sidelining of local democracy was not good for local morale and the poor implementation by local leadership led to negative responses by the community to the Blueprint.

Earthquake Recovery Minister Brownlee, who was leading the implementation of the Blueprint, has been described as arrogant and abrasive and citizens have reported that Brownlee and his all-powerful Government department, Cera, are increasingly remote.<sup>61</sup> The isolation and top-down command-and-control style of management has resulted in a fragmented and stagnating rebuild process. A transformative leader guiding Christchurch's recovery would have inspired citizens to change expectations and perceptions, and motivated them to work toward a common vision during the arduous rebuild process. Contemporary transformational leaders are able to empower followers to achieve a common vision, not force feed a national agenda to a devastated and disempowered populace.

Brownlee devitalized the citizens of Christchurch and took power from the local government. He created the Christchurch Central Development Unit to execute the Blueprint and

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<sup>59</sup> McCrone, John. "Christchurch rebuild: A city stalled." *The Press*. March 8, 2014. <http://www.stuff.co.nz/the-press/business/the-rebuild/9805314/Christchurch-rebuild-A-city-stalled>

<sup>60</sup> McCrone, John. "Christchurch rebuild: A city stalled." *The Press*. March 8, 2014.

<sup>61</sup> "Minister intent on rebuild path." *The Press*. June 16, 2012. <http://www.stuff.co.nz/the-press/news/christchurch-earthquake-2011/7113777/Minister-intent-on-rebuild-path>

engaged in escalating and very public disagreements with Mayor Parker.<sup>62</sup> Tim Howe, a Christchurch investment banker, explains that “the task of the Blueprint was to connect capital to a plan. And to date, the results have been dismal.”<sup>63</sup> The CCDU is led by three men, not only is this cohort lacking in gender diversity three of Christchurch’s key influencers call into question whether the best candidates for the job were selected. These key influencers sent a letter to Brownlee’s office in 2013 writing that the Blueprint demanded world-class procurement specialists, but is instead staffed by risk-adverse bureaucrats who micro-manage the detail.<sup>64</sup> Howe agreed that the CCDU operates in a command and control mode. The description of the CCDU does not sound like an organization where transformational leadership flourishes. Additionally, according to the key influencers, the best talent was not recruited for the task.

The New Zealand Council for Infrastructure Development (NZCID) conducted a survey in February and April of 2013 to understand how recovery was tracking. There were two components to the research: stakeholder interviews with infrastructure leaders, central and local government representatives, business leaders, NZCID members, Iwi, MPs, and other key stakeholders; and an online survey directed to infrastructure sector leaders and other key decision makers in the Canterbury Earthquake Recovery. In June 2013, they released a summary of their findings. The survey found that major banks, construction companies and engineering firms believed that Cera and the Christchurch City Council (CCC) were contributing to Christchurch’s slow recovery.<sup>65</sup> While the Blueprint was viewed as a positive, one of the problems noted was that the momentum that accompanied the announcement of the Blueprint had not been

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<sup>62</sup> See: <http://www.stuff.co.nz/national/christchurch-earthquake/6385373/Brownlee-slates-mayor-council> and <http://www.stuff.co.nz/national/christchurch-earthquake/8607043/Brownlee-and-Parker-at-loggerheads-over-services> and <http://www.3news.co.nz/nznews/brownlee-parker-at-odds-over-consents-2013061308>

<sup>63</sup> McCrone, John. “Christchurch rebuild: A city stalled.” *The Press*. March 8, 2014.

<sup>64</sup> McCrone, John. “Christchurch rebuild: A city stalled.” *The Press*. March 8, 2014.

<sup>65</sup> Stylianou, Georgina. “Christchurch rebuild ‘hampered by government.’” *The Press*. April 24, 2014. <http://www.stuff.co.nz/the-press/business/the-rebuild/9973853/Christchurch-rebuild-hampered-by-government>

maintained. There may be a correlation between this finding and the fact that Leadership, Governance and Alignment between Central and Local Government did not rank very highly for online respondents or interviewees. One respondent noted that, “Central government, local government and the community are not working together,” and another that, “There is a big gap, and the big gap is connectivity. The big gap is collaborative interface, the big gap is getting mechanisms where the central government, local government and the community can work effectively together.” The survey highlighted the need for more competent leadership to coordinate the various levels of engagement in the rebuild.

Bob Parker, the former Christchurch mayor who launched the Share An Idea project, could have been the coordinating and transformational leader Christchurch needed, but his vision for a collaborative rebuild of Christchurch was stamped out by Gerry Brownlee. Parker recalled, “Before Cera became the key organization, we just had the most remarkable people beating a pathway to our door, offering all sorts of help. They were so inspired by a city that wanted to rebuild itself in a green, sustainable, 21st century, people-focused way. But after Cera took up the reins with the 100-day plans and all that, the enthusiasm just fell away.”<sup>66</sup> He lamented that the Government was the “top dog” which allowed them to subjugate the city council. His leadership style was not sufficient to counter Minister Brownlee’s command-and-control style of leadership.

Lianne Dalziel, who was representing Christchurch East as a Member of Parliament, ran against Bob Parker in the 2013 mayoral election. Before the election an article ran stating, “There has been a government takeover of Christchurch and the question is can the next mayor stand up for the recovering city, take charge of its direction once again. It is telling that the first

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<sup>66</sup> “Race to decide who’s the boss.” *The Press*. June 22, 2013. <http://www.stuff.co.nz/the-press/news/8828396/Race-to-decide-whos-the-boss>

response of most people on hearing Dalziel has finally declared her candidacy was: "Will she be able to work with Gerry?"<sup>67</sup>

Since Lianne Dalziel was elected to the office of mayor in October 2013, she has held her ground against Minister Brownlee's administration. She ran on a platform of transparency and a return of decision-making power to the citizens of Christchurch. "Leaving people out of the recovery process is incredibly damaging, but bringing them into the process is incredibly powerful. We've got to reignite that hope and excitement we were feeling." The voters responded to her message of empowerment and now Mayor Dalziel holds a top leadership position in a city where the majority of key players are male.<sup>68</sup>

Since she has been in office she has worked to protect residents still living in Red Zones<sup>69</sup> and has suggested that Christchurch's Blueprint plan be opened for more new ideas since the public was never consulted on the current plan.<sup>70</sup> She has introduced innovative ideas to foster financial resilience and has encouraged the council to think creatively around budgetary issues.<sup>71</sup> She also supports the idea of peace talks over the Christ Church Cathedral rebuild and believes that the conversation around this issue should be inclusive and respectful. The New Zealand Historic Places Trust (NZHPT) Southern general manager Rob Hall believes that it is

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<sup>67</sup> "Race to decide who's the boss." *The Press*. June 22, 2013.

<sup>68</sup> The Strong Christchurch Infrastructure Rebuild Team (SCIRT), a consortium of the Christchurch City Council, two national government agencies (Cera and the NZ Transport Agency), and five civil engineering firms, has been deemed a success by the NZCID survey. However, the civil engineering firms City Care, Downer, Fletcher, Fulton Hogan, McConnell Dowell, tasked with completing the city's major infrastructure projects are lacking gender equality in their senior management. The NZ Transport Agency, Cera, and CCUD's senior leaders are male. All of the organizations, except the CCC, are led by men and female board members often oversee the traditionally feminine realms of human resources or communications.

<sup>69</sup> Stylianou, Georgina, and Lois Cairns. "Public to have say on red-zone future." *The Press*. January 31, 2013. <http://www.stuff.co.nz/the-press/news/christchurch-earthquake-2011/9669348/Public-to-have-say-on-red-zone-future>

<sup>70</sup> Harvie, Will. "City calls for more consultation." *The Press*. January 23, 2014. <http://www.stuff.co.nz/the-press/news/city-centre/9639688/City-mayor-calls-for-more-consultation>

<sup>71</sup> Cairns, Lois. "Mayor: Council needs to be better prepared." *The Press*. June 24, 2014. <http://www.stuff.co.nz/the-press/news/10194359/Mayor-Council-needs-to-be-better-prepared>

possible to find a middle ground between bulldozing the earthquake-damaged building and restoring it to the original. He explains that "People are spending money on lawyers. It would be better spent on fresh thinking."<sup>72</sup>

During her mayoral campaign, Dalziel explained that she hoped to tap a mix of business people, the young, and leaders from across the city to shape her policies. She explained, "It's got to be diverse otherwise you get the problem of groupthink, a narrow view forming."<sup>73</sup> The citizens of Christchurch chose a transformational leader. Transformational leadership is more congruent with the interpersonal characteristics associated with women, but more importantly in an environment filled with top-down, command and control systems, voters elected the leader who was most capable of being inclusive, collaborative, inspirational and motivational. Researchers have found that groups led by transformational leaders have higher levels of performance and that transformational leadership has important effects on creativity at both the individual and organizational levels.<sup>74</sup>

In February and March 2014, NZCID conducted another survey on the perception of the recovery and the final report was released in June 2014. And while there was little improvement in the perception of Leadership, Governance and Alignment between Central and Local Government an emphasis on new ideas and communication emerged. Citizens wanted an autonomous board and leadership with new ideas to guide the reconstruction efforts. One of the questions asked in the survey was with regard to the impending transition away from Cera's

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<sup>72</sup> Dally, Joelle. "Mayor supports Cathedral peace talks." *The Press*. January 10, 2014. <http://www.stuff.co.nz/the-press/business/the-rebuild/9596936/Mayor-supports-Cathedral-peace-talks>

<sup>73</sup> Dally, Joelle. "Mayor supports Cathedral peace talks."

<sup>74</sup> Gumusluoglu, Lale and Arzu Ilsev. "Transformational Leadership, Creativity, and Organizational Innovation." *Journal of Business Research* Volume 62, Issue 4. April 2009.

oversight and the intuitional arrangements required for Canterbury moving forward.<sup>75</sup> One respondent suggested, “An appropriately resourced and skilled urban development agency model with autonomous decision-making through a Board or similar and accountability mechanisms in place” and another that “visionary leadership is required.” A diverse board led by visionary leaders could be a panacea for the obstacles that Christchurch organizations have encountered during the rebuild. Innovation is most attainable with diversity of perspective which can be achieved through more balanced gender representation in Christchurch’s leadership positions.

Forbes Insights, which conducts primary research designed to support strategic and tactical business decisions, surveyed 321 executives who worked for large global enterprises and one of the key findings was that diversity is a key driver of innovation and is a critical component of being successful on a global scale. When the executives were asked about the relationship between diversity and innovation, a majority of respondents agreed that diversity is crucial to encouraging different perspectives and ideas that foster innovation. The report summarizes, “Multiple voices lead to new ideas, new services, and new products, and encourage out-of-the-box thinking.”<sup>76</sup>

The National Urban Fellows (NUF) program which seeks to inspire excellence and diversity in public service leadership produced a review of the latest scholarly thinking about leadership diversity in the United States.<sup>77</sup> They found one of the main convergences in the research was that “diversity presents an opportunity for organizations to excel.” Various studies

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<sup>75</sup> Cera was established on March 29, 2011 under the State Sector Act 1988 and the Act expires 5 years after its date of commencement on April 18, 2016. Canterbury Earthquake Recovery Authority. <http://www.justice.govt.nz/publications/global-publications/d/directory-of-official-information-archive/directory-of-official-information-december-2011/alphabetical-list-of-entries-1/c/canterbury-earthquake-recovery-authority>

<sup>76</sup> “Fostering Innovation Through a Diverse Workforce.” *Forbes Insight*.

[http://images.forbes.com/forbesinsights/StudyPDFs/Innovation\\_Through\\_Diversity.pdf](http://images.forbes.com/forbesinsights/StudyPDFs/Innovation_Through_Diversity.pdf)

<sup>77</sup> “*Leadership, Diversity and Inclusion: Insights from Scholarship*.” March 2011. Center for Leadership in Action.

demonstrated that a diverse panel of voices working together to solve a problem will produce the greatest innovation.<sup>78</sup>

Ilene H. Lang, President & CEO of Catalyst says “Research continues to show that diversity well-managed yields more innovation and is tied to enhanced financial performance — factors good for all employees.”<sup>79</sup> These findings speak to the imperative of gender diversity for the most beneficial organizational outcomes and perhaps for facilitating the reconstruction of a city.

Mayor Danziel has infused Christchurch with an element of hope, but growing impatience has characterized the mood in Christchurch in 2014. Business leaders and the public are growing increasingly frustrated at the lack of progress within the central city. I argue that this lack of progress may be due to the lack of innovative solutions. Without a diversity of perspective at coordinating organizations and without women in top leadership positions, the city of Christchurch may continue on a slow and laborious path to reconstruction.

### **A Call to Action**

While the for-profit and public sector flounder with attaining greater productivity and innovation supported by gender balanced leadership, the nonprofit sector can step forward as trailblazers and set an example for the rest of Christchurch, New Zealand, and the world. Many of the nonprofit organizations supporting Christchurch’s recovery also feature male leadership:

Greening the Rubble, Christchurch Coastal Pathway, Circle Trust, Cancern, Rebuild

Christchurch. The city of Christchurch has suffered through a slow rebuilding process and

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<sup>78</sup> Herring, 2009; Meier et al, 2006; Slater et al, 2008

<sup>79</sup> “Men’s Support Key to Creating Gender Diversity in the Workplace, According to Catalyst Report (Europe).” *Catalyst Media Announcements*. <http://www.catalyst.org/media/men%E2%80%99s-support-key-creating-gender-diversity-workplace-according-catalyst-report-europe>

attention to the research findings of leadership and gender diversity experts might assuage some of the obstacles.

There have been a number of strategies presented to foster gender diversity and recently there have been moving speeches to spur organizational efforts to develop balanced gender representation on boards and in leadership positions. The strategies and calls-to-action follow similar guidelines which include:

### *Stepping up as Leaders*

Many of the business strategies, such as the Male Champions for Change and the 25 Percent Group advocate for bringing men into the conversation of diversity. It is in an organization's best interest and is paramount to creating equality in nonprofit leadership to have the support of the people already in positions of power. "The preponderance of men in leadership means their efforts are necessary to advance change in the workplace," said Ilene H. Lang, President & CEO of Catalyst.<sup>80</sup> One specific way to include more men while generating more support is through sponsorship. Professional women tend to lack effective sponsors who advocate for them and make sure they have access to all possible opportunities— a disadvantage that could lead to more women dropping out of the pipeline before they reach top management. Therefore, including more men as sponsors could provide more support for women *and* engage more men on the diversity agenda.<sup>81</sup>

### *Creating Accountability*

Despite legislative attempts to stamp out job discrimination it continues in often covert, subtle and unintentional forms. Eagly and Chin explain that, "People can unknowingly

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<sup>80</sup> "Men's Support Key to Creating Gender Diversity in the Workplace, According to Catalyst Report (Europe)." *Catalyst Media Announcements*.

<sup>81</sup> "Moving mind-sets on gender diversity: McKinsey Global Survey results. *McKinsey & Company: Insights & Publications*. January 2014. [http://www.mckinsey.com/insights/organization/moving\\_mind-sets\\_on\\_gender\\_diversity\\_mckinsey\\_global\\_survey\\_results](http://www.mckinsey.com/insights/organization/moving_mind-sets_on_gender_diversity_mckinsey_global_survey_results)

discriminate by means of “mindless” process that operate beyond their conscious attentional focus, all the while thinking that they are merely choosing the best person for the job.”<sup>82</sup> An initiative similar to the NZX gender reporting might establish a baseline of female participation in the nonprofit sector and stimulate efforts toward improvement. Nonprofits can use this information to continue the conversation with other nonprofits. This opens up the possibility for discussions about the repercussions of an imbalanced board and about the strategies that are working to create more balanced gender representation.

Creating awareness of stereotypes and gender-bias can be achieved through strategies that create accountability across the sector and within organizations. Eagly and Chin conclude that given the prevalence of such stereotypes and their tendency to operate below conscious awareness, fully qualified individuals, women, are perceived as deficient in essential leadership qualities. Simultaneously impressing others as a good leader and a good woman is an accomplishment that is not necessarily easy to achieve, and common pitfalls involve seeming to be “too masculine” or “too feminine.” Organizations need to explore and begin to articulate existing stereotypes in order to begin the work of stamping them out.

*Disrupting the status quo and dismantle barriers to work/life balance*

Alice Eagly also notes that social change does not proceed without struggle and conflict.<sup>83</sup> Disrupting the status quo and dismantling barriers to realizing a work/life balance for both men and women is essential to creating lasting change for gender equality. Organizations must begin to examine and develop workplace policies that allow both men and women to participate in family and work experiences. This will build a more inclusive environment for female leaders and give men access to privileges they did not have before. In her moving speech

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<sup>82</sup> Eagly, Alice and Jean Lau Chin, “Diversity and Leadership in a Changing World.”

<sup>83</sup> Eagly, Alice and Jean Lau Chin, “Diversity and Leadership in a Changing World.”

to the UN General Assembly in September, Emma Watson said that men don't have the benefits of equality either. Addressing the men in the audience, she explains, "Gender equality is your issue too. Because to date, I've seen my father's role as a parent being valued less by society despite my needing his presence, as a child, as much as my mother's." Men are also limited at work and at home by gender stereotypes. Work place policies can begin to address this imbalance.

Alice Eagly summarizes some of the management interventions that will begin to make leadership positions more accessible to women: increase people's awareness of prejudice toward female leaders and work to dispel those perceptions; shift performance assessment to objective productivity measures; use open-recruitment tools designed to limit decision-makers' conscious and unconscious biases; establish family-friendly human resource practices.<sup>84</sup> She explains that the effective approach to address the issue of insufficient female leaders is one that recognizes the subtlety and complexity of the problem. She says that organizations must work to raise awareness of ingrained bias and dispel those perceptions.<sup>85</sup>

The nonprofit sector in Christchurch should be focused on developing leadership teams that more accurately reflect society's gender balance. Male leaders need to be trailblazers for ensuring the success of initiatives such as introducing sponsorships or gender reporting similar to the policy developed by the NZX. A gender diverse non-profit leadership that will be better equipped to identify, understand and address the needs of the people it serves.

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<sup>84</sup> Eagly, Alice. "Women and the Labyrinth of Leadership." *Harvard Business Review*. September 2007. <http://hbr.org/2007/09/women-and-the-labyrinth-of-leadership>

<sup>85</sup> Eagly, Alice and Jean Lau Chin, "Diversity and Leadership in a Changing World."

A nonprofit theatre group based in Boston, Massachusetts created a gender parity report to explore their role in the conversation about creating gender equality. The conclusions reached by Julie Henrikus, the executive director of StageSource, are broadly applicable to nonprofit organizations. Henrikus states, “Moving forward, we need to channel our passion for theater into creating a sector that reflects the whole of our society, not just a segment of it.”<sup>86</sup> Henrikus continues, “Until we make systemic changes to the way we all work, the decision-makers in the room, and the stories we tell, we risk a future irrelevancy ... As a community, we know that our work is too important to continue on our current path, and take that risk.” There will be challenges to implementing gender balance, but having people with varied points of view, life experience, and perspective leads to innovation and ultimately greater societal resilience.

## **The Bigger Picture**

### *Urban Planning*

In addition to missing perspective on boards and lacking transformational leaders, gender imbalanced organizations in Christchurch risk introducing long-lasting gender related impact. Spatial researchers have demonstrated that there are gendered uses of spaces. In a discussion paper published in 2009 by the Commonwealth Secretariat the authors stated that “there is increasing evidence that women and men experience cities in different ways. Therefore gender sensitive urban planning is needed.”<sup>87</sup> The authors explain that a gendered planning practice would be sensitive to the gender differences in the way the city is used. A diversity of perspective would lead to more informed choices by city planners and practical insights. The

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<sup>86</sup> Henrikus, Julie A. “The Diversity/Inclusion/Gender Parity Task Force Report.” StageSource Theater Conference. June 29, 2013.

<sup>87</sup> Malaza, Nqobile, Alison Todes and Amanda Williamson. “Gender in Planning and Urban Development.” *Commonwealth Secretariat*. December 2009. Number 7.

Royal Town Planning institute explains in its Good Practice Notes that, “by recognizing and valuing the differences and similarities between woman and men and their varied roles and aspirations, spatial planning can ensure safe, healthy, sustainable and enjoyable environments for all.”<sup>88</sup> Oxfam and the Royal Town Planning Institute found that city-wide planning is the most important planning level for setting the context and direction of gender-inclusive planning. Gender should be a key consideration in all overarching policy areas including sustainability policy and economic development.<sup>89</sup>

As early as 1991, Carole Rakodi advocated for gender-aware urban planning and she made recommendations for more gender-aware approach to planning for economic activity, land and shelter, public transport and infrastructural and social services. Rakodi referenced earlier researchers who found that “power is based both on control of the formal decision-making process and on access to the spoils of political or bureaucratic office.” She explains that women’s access to power is limited and therefore any gendered challenge to the urban-planning status quo is limited.<sup>90</sup> This echoes the sentiment that men must to be involved in creating lasting cultural change. Research demonstrates that there are far broader implications if the lessons of gender balance are disregard and if attempts to correct the gender imbalance are not employed.

The UN has recognized the implication of a homogeneous perspective on city-planning and has issued directives to involve women and other minority groups in urban planning discussion. UN-Habitat’s work on governance and security in cities has demonstrated awareness of problems associated with gender blindness within local government institutions. Gender mainstreaming is a concept that is deeply ingrained in the UN’s international development

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<sup>88</sup> “Gender and Spatial Policy: Good Practice Note.” *Royal Town Planning Institute*. 2007. [www.rtpi.org.uk](http://www.rtpi.org.uk)

<sup>89</sup> “A place for everyone? Gender equality and urban planning.” A ReGender Briefing Paper prepared by Oxfam and RTPI. 2007.

<sup>90</sup> Rakodi, Carole. “Cities and people: towards a gender-aware urban planning process?” *Public Administration and Development*, Volume 11. 1991

policies. Mainstreaming involves ensuring that gender perspectives and attention to the goal of gender equality are central to all activities, including policy development, research, advocacy, legislation, and the monitoring of programs and projects. UN-Women has created the Fund for Gender Equality which aims to increase economic and political empowerment of women worldwide. Through these initiatives the UN works to ensure that women as well as men can influence, participate in and benefit from development efforts.<sup>91</sup> The UN recognizes that in order for organizations and economies to survive and thrive in the future they “would be well advised to bring women in to help them navigate this world of problems.”<sup>92</sup> The efforts by the UN extend to urban development and the inclusion of gendered perspectives in urban planning.

The UN expects that non-governmental organizations and groups and networks in civil society will play a critical advocacy role in relation to gender mainstreaming and monitoring the adherence to all commitments made by governments. Efforts are also being made to involve men in promoting gender equality through gender mainstreaming. A UN Women report states that “A strong, continued commitment to gender mainstreaming is one of the most effective means for the United Nations to support real change at all levels - in research, legislation, policy development and in activities on the ground, and ensure that women as well as men can influence, participate in and benefit from development efforts.” The UN has recognized the significance of gender and spatial research and has incorporated the findings into policy guidelines.

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<sup>91</sup> “Gender Mainstreaming.” United Nations Women Watch.  
<http://www.un.org/womenwatch/osagi/gendermainstreaming.htm>

<sup>92</sup> Peterson, Gayle. “We don’t need a hero, we just need more women at the top.” *The Guardian*. November 13, 2013. <http://www.theguardian.com/women-in-leadership/2013/nov/13/more-women-at-the-top>

*Defining Resilience*

NZ has the opportunity to define what it means to be a resilient city<sup>93</sup> and it is time to move beyond discussions about nuts and bolts infrastructure and start examining how greater female representation in senior leadership positions benefits societies. The UN explains that the resilience of a community is determined by the degree to which a community has the necessary resources and is capable of organizing itself before and after a crisis. The UN posits that a resilient city must be able to respond and rebound.

The UK Department for International Development outlines specific recommendations that support resilience. The recommendations include building a better understanding of the potential crisis, finding innovative ways to reduce human and economic costs of the event, and collecting evidence about what works in order to be confident that the most effective steps are being taken. Diversity of perspective increases the ability to understand potential crisis and analyze outcomes. Diversity of perspective also leads to creative and innovative thinking around emergency preparedness in order to reduce human and economic costs. The recommendations for resilience are best supported by decision-making teams with a diversity of perspective.

The Rockefeller Foundation has recently provided funding for a Chief Resilience Officer (CRO), a top-level senior advisor that reports to the city's mayor, in various cities around the world. Mayor Dalziel appointed Michael Gillooly to the position. He is tasked with developing and implementing "a resilience strategy in order to withstand shocks and stresses and bounce back stronger."<sup>94</sup> As a leader, the CRO must be able to "inspire, influence, and enlist colleagues and city residents to activate the city's resilience strategy." The CRO must create a strategy for

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<sup>93</sup> In 2014, Christchurch was selected as one of 32 cities selected for the 100 Resilient Cities Network and provided a Chief Resilience Officer supported the Rockefeller Fund. <http://www.100resilientcities.org/cities>

<sup>94</sup> Salkin, Andrew. "What is a Chief Resilience Officer." January 14, 2014. 100 Resilient Cities. Retrieved from: <http://www.100resilientcities.org/blog/entry/what-is-a-chief-resilience-officer>

response and rebound and inspire others to implement these strategies for greater resilience.

Michael Berkowitz, Managing Director for 100 Resilient Cities at The Rockefeller Foundation, said “Cities like Christchurch are at the forefront of fostering a resilience mindset that will be critical to proactively managing the inevitable challenges, shocks and stresses all cities will face. Mike Gillooly joins a network of peers from cities across the globe that will share best practices and surface innovative thinking.” The Christchurch CRO has the opportunity to establish the best practices for building a resilient 21<sup>st</sup> century city.

Best practice for generating innovative ideas involves assembling a diverse team to begin working on the problem. A diverse team provides a diversity of perspective and while, it may take longer to come up with the best solution when a cacophony of voices weigh in on the issue, the final solution will be more sound having explored multiple avenues and outcomes. Including women on those teams and fostering gender diversity at the decision-making level will bolster social and economic resilience. Hanna Rosin, a writer for *The Atlantic*, observed: "As thinking and communicating have come to eclipse physical strength and stamina as the keys to economic success, those societies that take advantage of the talents of all their adults, not just half of them, have pulled away from the rest ... With few exceptions, the greater the power of women, the greater the country's economic success."<sup>95</sup> The large-scale inclusion of women on all levels of the economy has had demonstrated positive national consequences.

The Global Competitiveness Report highlighted New Zealand’s most problematic factors for doing business and insufficient capacity to innovate was listed in the top three.<sup>96</sup> The

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<sup>95</sup> Rosin, Hanna. “The End of Men.” *The Atlantic*. June 8, 2010.

<http://www.theatlantic.com/magazine/archive/2010/07/the-end-of-men/308135/>

<sup>96</sup> The Global Competitiveness Report 2014-15. It is worth noting that the number one item on the list was the inadequate supply of infrastructure. The infrastructure building giants in New Zealand are all led by men and have predominately male boards.

resilience of the city depends on innovative thinking. Christchurch can begin working toward this end by including more women in senior management positions and introducing a diversity of perspective to fuel innovation.

The United Nations Office for Disaster Risk Reduction released a report in 2012, *Making Cities Resilient*, and their recommendations included turning disasters into development opportunities; reconstructing with vision, resources, capacity and commitment of all; noting that international cooperation is important, but the community's strength is the key factor for success; transformational leadership is fundamental at the political, citizen, technical and business level; development is a long-term commitment; disaster risk management should be inclusive of all actors; citizen participation is key for a successful sustainable development plan.<sup>97</sup> The UN recommends that in order to reduce risk and increase resilience cooperation, vision, inclusion and transformational leadership are necessary. These are leadership skills that women possess.

Two Cornell University researchers explain that "Diversity is fundamental to retaining functional and structural controls in the face of disturbance."<sup>98</sup> They also note that the International Federation of Red Cross and Red Crescent Societies (2004) found that resilience is built through nurturing diversity and identifying strengths, skills and resources that are already in place within a community. Christchurch will be solidly on the way to creating a more resilient urban space by promoting the best leaders to senior management and identifying underutilized sources for future leadership already in place within the community. Christchurch has the

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<sup>97</sup> "Making Cities Resilient: Report 2012." The United Nations Office for Disaster Risk Reduction. [http://www.unisdr.org/files/28240\\_rcreport.pdf](http://www.unisdr.org/files/28240_rcreport.pdf)

<sup>98</sup> Tidball, Keith G. & Marianne E. Krasny. "From risk to resilience: what role for community greening and civic ecology in cities?" [http://sci-links.com/files/From\\_Risk\\_to\\_Resilience-Community\\_Greening\\_and\\_Civic\\_Ecology\\_in\\_Cities-Social\\_Learning.pdf](http://sci-links.com/files/From_Risk_to_Resilience-Community_Greening_and_Civic_Ecology_in_Cities-Social_Learning.pdf)

The Resilience Alliance is a research organization comprised of scientists and practitioners developing an interdisciplinary research agenda that integrates ecological and social sciences in order to better understand the conditions that create resilience in socio-ecological systems.

opportunity to draw on gender-diverse decision-making teams to establish the best practices for building a resilient 21<sup>st</sup> century city and then to inspire other nations to implement these strategies for greater resilience.

## **Conclusion**

If the third-sector can keep diversity and inclusion efforts at the top of their priority list, it will position them to weather future challenges, bolster Christchurch's recovery, and serve as an example of success for the rest of the world. Gender diverse leadership will drive innovation, foster creativity, and guide organizational strategy. The prolonged and painful rebuilding efforts in Christchurch might benefit from the perspective and talents female leaders have the potential to contribute.

There are many reasons to include female leaders in the reconstruction of Christchurch. There is ample evidence in for-profit literature that women provide advantageous governance insight and can improve the fiscal performance of organizations involved in the rebuild process. Research in urban planning suggests that female participation helps to shape regional planning to better accommodate the diverse needs of its citizens. Leadership experts have found that transformational leadership styles are better suited to inspire followers to adjust expectations, and motivate others to work towards a common goal. The goal for Christchurch is greater resilience.

Future research has the potential to demonstrate a stronger correlation between the promotion of women to leadership and decision-making roles at organizations that have helped to support the reconstruction of Christchurch and the success of the rebuilding effort. Gayle Peterson, co-director of the University of Oxford's Women Transforming Leadership program states, "Female leaders are looking increasingly like the answer, both for companies and society

as a whole. But, as we know, one of the other things that has not changed over the years is the number of women actually able to exercise these invaluable characteristics from formal leadership positions.”<sup>99</sup>

If New Zealand’s nonprofit organizations succeed in creating more gender balanced leadership, New Zealand will once again be a trailblazing country on the path to gender equity, diversity inclusion, and greater resilience. Starting with Christchurch-based organizations, where business-as-usual has resulted in the stagnation of a great city, New Zealand has the opportunity to once again serve as an example to the rest of the world.

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<sup>99</sup> Peterson, Gayle. “We don’t need a hero, we just need more women at the top.” *The Guardian*.

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