

"IT IS ALL ABOUT COMPETENCIES"

How to go about DEI change resistance and myths about having more women in leadership

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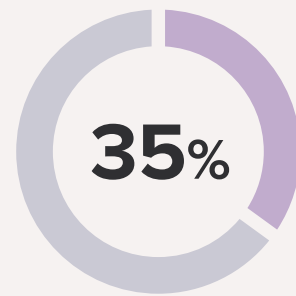
GREETINGS FROM DIVERSITY FACTOR

According to Statistics Denmark, only 15% of top management in Danish companies were women in 2021. Also, it is more common to be named Lars or Peter if you are the CEO of one of Denmark's Top 1000 companies than to be a woman. So in a country known for achieving gender equality, why have we not come further?

The reasons behind the numbers are deeply rooted in historic structures and cultures. Like any DEI transformation, this can and will take time to tackle. Furthermore, the change is connected to the context and/or culture in which it occurs.

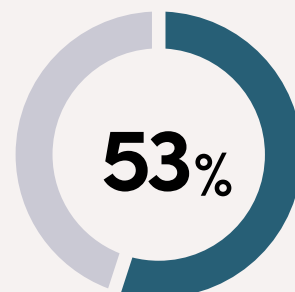
This whitepaper addresses the common problem of change resistance that DEI advocates meet when trying to create equitable systems. The specific focus of it will be elucidating the different types of resistance encountered when trying to increase gender diversity - or, let's be straight, more women in (top) leadership positions. However, our goal is also that the reader will be able to replace women in (top) leadership with, e.g. ethnicity and/or LGBTQ+ in (top) leadership.

We propose strategies and actions and showcase how resistance could look like. Consequently, the paper will illuminate how DEI advocates can overcome the change transformation challenge - whether you are working in Denmark or with another diversity parameter than gender.



A peace agreement is 35% more likely to last if women participate in its creation

Reimagining Peacemaking: Women's Roles in Peace Processes, O'Reilly et. al, 2015



For companies ranking in the top quartile of executive-board diversity, ROEs were 53 percent higher.

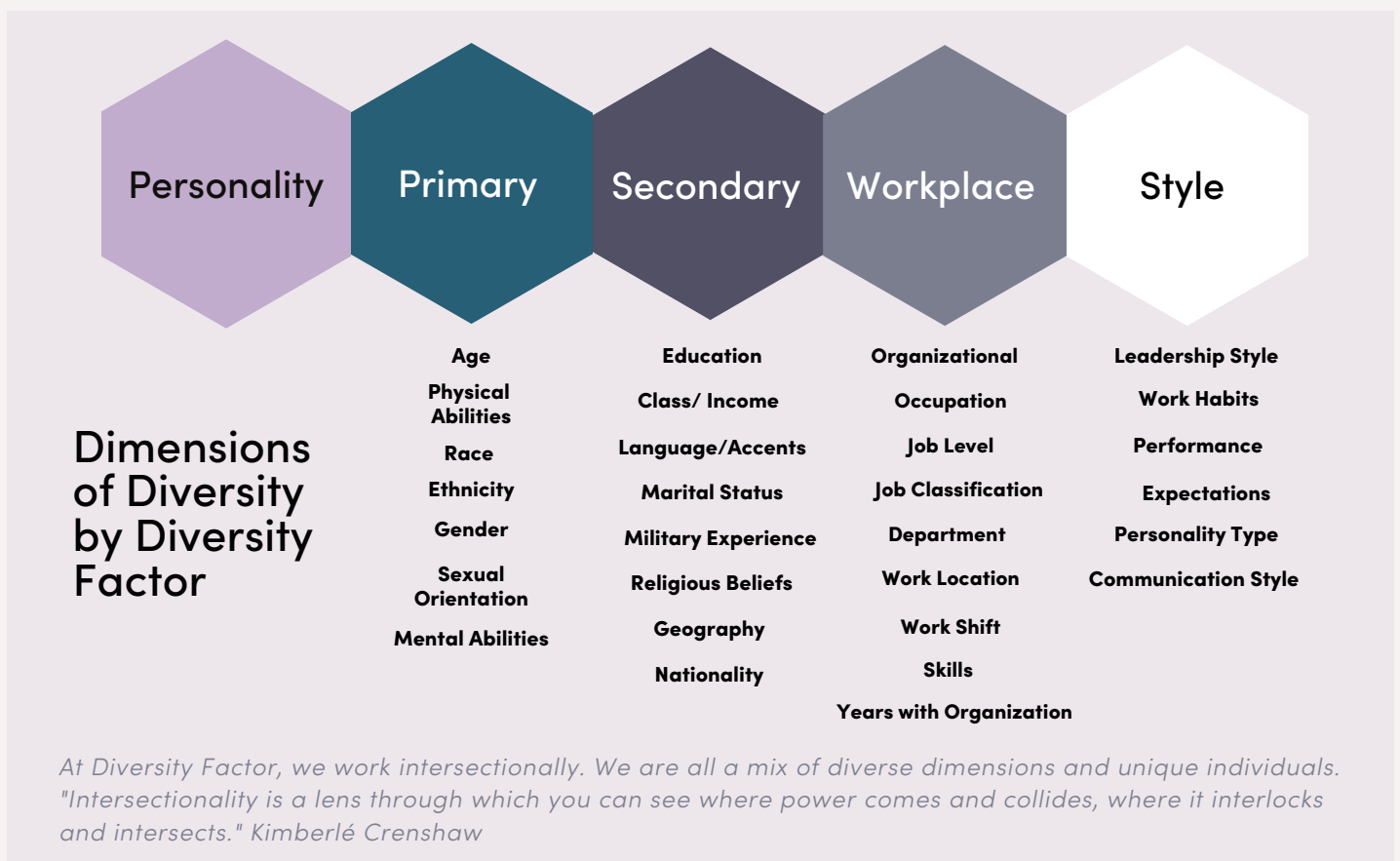
McKinsey, 2012

HOW WE WORK WITH DEI

We are passionate about building inclusive environments where everyone thrives. We know that not everyone has the same starting point for that. Some people are less privileged and face more challenges. However, inclusion is about everyone - and we firmly believe that the way to inclusion is generous and positive.

DEI is often reduced to targets focused on gender, LGBTQ+ and/or ethnicity. DEI is much more; it has to do - and include - all of us. This is why Diversity Factor work with DEI through an intersectional* lens.

However, improving gender diversity can be a means to an end. Research shows that gender-diverse leadership teams promote thriving employees and create more diverse employee and leadership teams.



DEFINITIONS

What are we talking about, when we talk about DEI.



DIVERSITY

Representation of all the uniqueness in all of us



INCLUSION

A culture that respect and values everyone



EQUITY

Fair and equal treatment and opportunities



PSYCHOLOGICAL SAFETY

Feeling safe to speak up with ideas, questions, concerns or mistakes



BELONGING

To feel connected to co-workers, leaders, and the organisation through authentic inclusion



ALLY AT THE WORKPLACE

Using your position to foster inclusion and respect for less privileged

D&I
Diversity & Inclusion

DEI
Diversity, Equity & Inclusion

UNDERSTANDING CHANGE RESISTANCE

Change resistance refers to the natural tendency of individuals or groups to resist or oppose changes in their environment, routines, processes, or beliefs. It is a common reaction when people perceive a change as challenging, disruptive, or potentially harmful to their interests, comfort, or established ways of doing things.

Change resistance can manifest in various forms, including scepticism, fear, reluctance, or active opposition. It is helpful to understand change resistance because it usually happens when DEI implementations are introduced.

If a company with a specific style or culture is presented with a different way to go about things, then it is natural that some company members will resist in one way or another.

Reactions to a change such as, for example, a strategic goal of more women in management are different and have different reasons. Basically, the brain does not like change, but much more is also at stake.

Understanding the origins of our resistance is crucial in our journey towards positive change. Finding the roots of our beliefs will pave the way for more manageable change. By recognising the complexities of human nature and our capacity for growth, we can pave the way for meaningful transformation.

*"Diversity is not about how we differ. Diversity is about embracing one another's uniqueness."
- Ola Joseph*

IDENTIFYING RESISTANCE

RECOGNIZE IT	
PASSIVE	ACTIVE
Ignoring	Fault-finding
Not participating	Ridiculing
Malicious compliance	Blaming or accusing
Feigning ignorance	Undermining
Withholding information	Starting rumors
Allowing change to fail	Blocking

Understanding resistance gives you a better chance to deal with it constructively. It allows you to approach it strategically and plan your way around it.

When working with DEI change, it is essential to identify supporters, allies, and opponents. Opponents can have a considerable voice amongst co-workers and hinder change.

The secret to getting people on board is to have patience (sometimes it takes years), acknowledge their feelings, and offer 'a-ha' moments with new learning they can feel in their hearts. This is done by presenting data, research and narratives from real-life experiences.

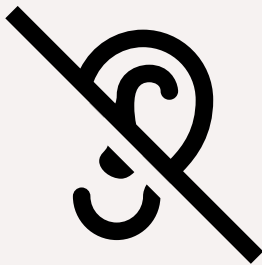
REASONS FOR RESISTANCE
Fear of the unknown
Percieved loss of power or status
Lack of understanding the need for change or for the benefits of it
Lack of trust in change-facilitators
Perception that change is not necessary or possible
Low buy-in from senior/top management
Disruption og interpersonal relationships
Threats to values and ideas

Types of Resistance One Could Face

There are many types of resistance one can face when advocating for change. The amount of resistance that people display varies by degree and has different root causes. Resistance can stem from emotional attachment to familiar routines, fear of the unknown, concerns about personal or professional repercussions, or a deep-seated reluctance to step outside one's comfort zone.

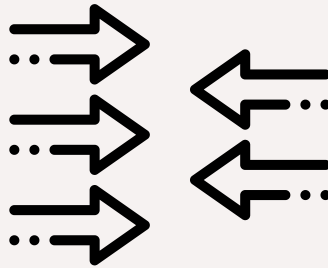
What kind of persona's in resistance can you face?

Deloitte Insights - Persona to strategic D&I implements



Unaware

In the dark, no awareness related to DEI



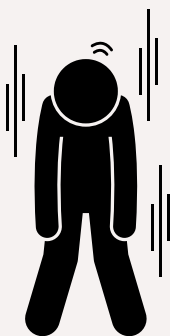
Opposed

Deliberately undermining DEI efforts



Undecided: Anxious

Concerned about impact



Undecided: Fatigue

Fired up but disengaged caused by lack of progress



Supportive

See the advantage but the job is for others



Comitted

Takes on responsibility for DEI goals



Zooming In On Women

Women face unique challenges when it comes to taking on leadership roles. They encounter various forms of resistance that make it harder for them to succeed. For example, people may underestimate their abilities, rely on stereotypes, or create barriers that limit their opportunities. Women from minority backgrounds face even more obstacles due to their race, ethnicity, or other diversity intersections.

These challenges can be found in different areas, such as businesses, politics, education, and entrepreneurship. Women often experience discriminatory hiring practices, unequal pay, fewer promotion opportunities, and unfriendly working environments. These issues highlight the ongoing gender disparities that hold women back.

Creating inclusive environments that value diverse perspectives is essential to overcome these obstacles. This involves implementing fair policies, supporting women's career advancement, and providing sponsorship opportunities. By addressing women's challenges, especially those from minority backgrounds, we can work towards a more equal and inclusive labour market where women have the same chances to succeed and lead.

The Elephant in the Room

Or should we call it the bee?

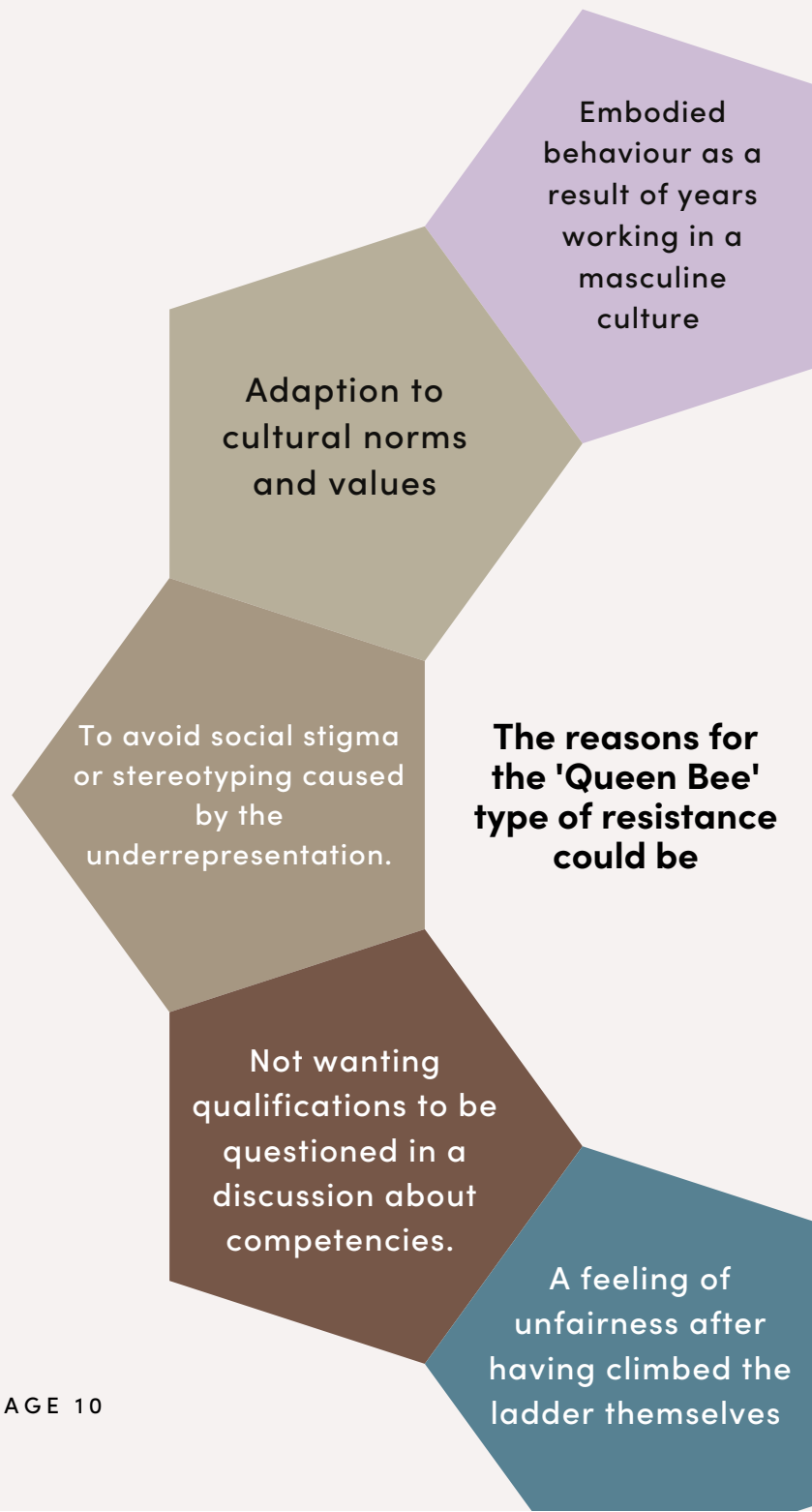
From time to time, we experience meeting DEI resistance from a woman holding a position of power. E.g. a strong opinion against gender diversity targets (quotas). These women are often referred to as Queen bees. Queen bees can be gatekeepers to successful DEI work.

Studies have found that women who have achieved a position of power may be less likely to support other women who are trying to climb the career ladder. It is also known as 'kicking down the ladder' or 'single hen syndrome'.

The resistance is not a feminine trait but a reaction to the discrimination women have often faced throughout their careers. Other minority groups also display this.

A form of 'covering' happens, where these women avoid acting like members of their social (female) group to ensure they do not stand out. Instead, they create the perception that they do not have the characteristics of the underrepresented group they are a part of.

"Covering concerns how individuals alter their self-presentation- including grooming, attire, and mannerisms - to blend into the mainstream. For instance, a Black woman might straighten her hair to de-emphasise her race." - Deloitte



How Unconscious Bias Plays a Role and Becomes a Barrier

Bias creates resistance

Historically, companies have been founded by white men and for white men, which is reflected in the culture of most companies. It is so natural to all of us that we often do not notice it.

However, this means that women brought up to be feminine find it challenging to be accepted as they are. Either they are seen as too feminine to be leaders or as too masculine to be women, and both perceptions impact their leadership opportunities. It's a simplistic aspect of what plays a role in these biases, and not the only one, but it's big enough to be aware of.

Let's dive into how it unfolds in practice.

Studies have shown four leadership styles used dynamically according to the leader's level. The higher you rise in the leadership hierarchy, the more enhanced relational skills and the ability to lead indirectly are needed.

However, the first leadership level becomes the gatekeeper, where many women are reprimanded for being too masculine. There is a gender bias at play where we find it difficult to accept a female leader who acts directly and decisively.

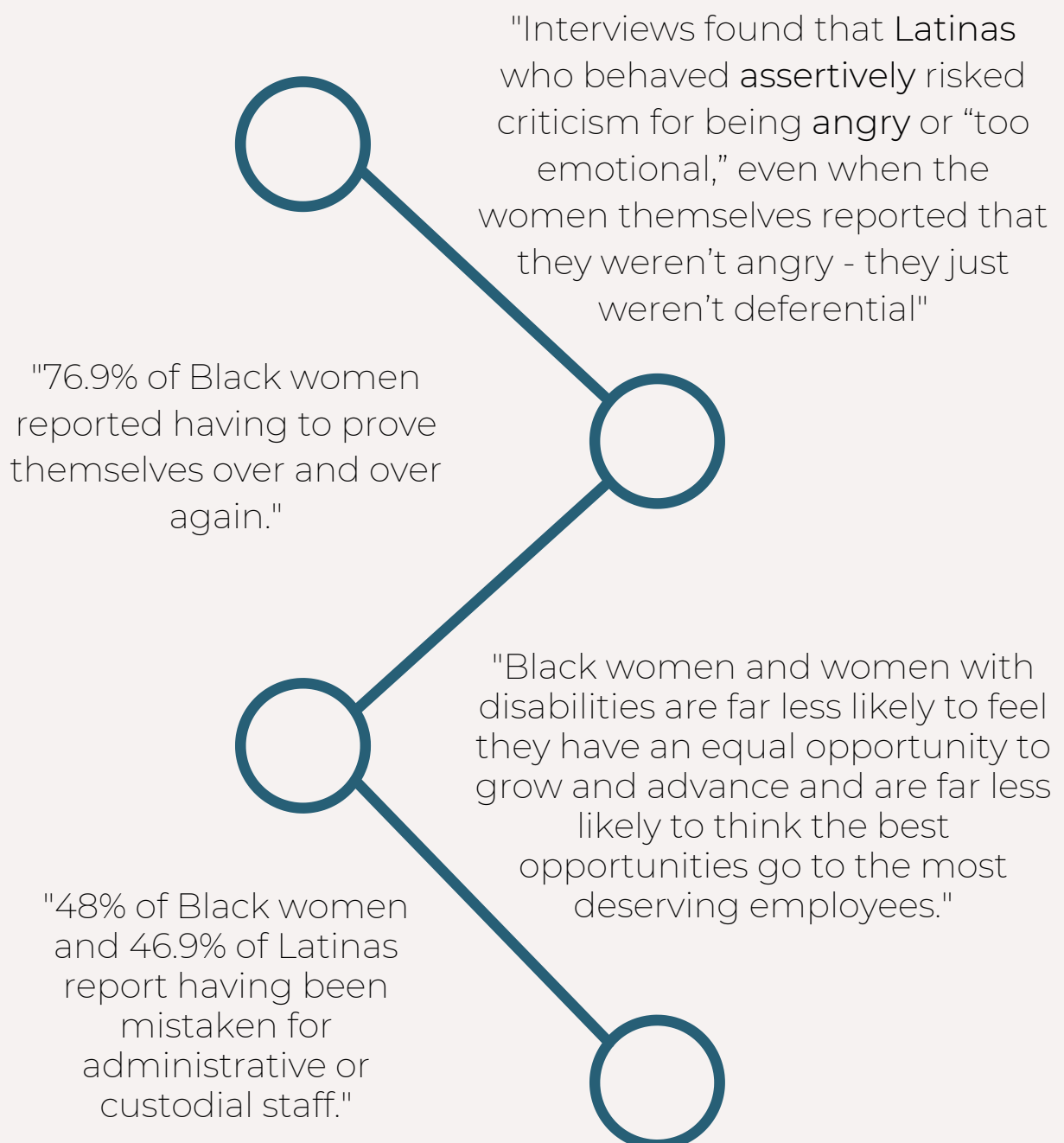
Thereby, female leaders equip themselves with the management skills needed in the higher management layers - but then the women are overlooked in promotions after the first level, as they have yet to demonstrate the expected, typical and necessary management style at the first level.

In the end, expectations and bias will create resistance to women who try to climb the ladder to get off the "sticky floor".

Women From Minority and Underrepresented Groups

Women of minority groups or underrepresented groups can face different challenges that serve as another layer of discrimination when seeking leadership positions. This group is often overlooked when discussing women in leadership - not only in Denmark - which is why resistance can also occur from them. This is a natural response to their challenges not being recognised.

Examples of challenges could be:



Common Arguments to Oppose Women's Leadership Roles

Women are not good at making hardcore business decisions.

Women are too weak or timid.

Women don't have ambitions.

There aren't any female candidates. They have to offer themselves.

Women cannot be assertive

Women do not apply!

It is about competencies.

We always hire the best!

Women are the natural caregivers and want to take responsibility for the children.

Women prioritize family over work.

Women are too emotional!

It must be the best candidate!

"Pull factors are internally driven – the limitations women place on themselves, pulling them away from leadership roles or actions. Push factors are externally driven – the limitations placed on women by others in their network, their organisation, and the society or culture."
- McKinsey

These arguments are not based on evidence and are often rooted in gender biases and stereotypes and are not evident or excuses for not promoting women.

The above arguments are also sometimes mentioned as push factors in a push-and-pull effect. As opposed to the above 'push' arguments, the pull effect refers to some women's reaction to cultural upbringing and societal norms, where they express what can be experienced as insecurity and the desire to live up to expectations for them as women. E.g. saying: "I am not cut out for it" or "I am afraid I will fail". Both sides need to be addressed to close the gender gap. However, this paper focuses on supporting DEI change agents to tackle resistance. When we train leaders to be Inclusive Leaders, we tackle the pull factors.

HOW TO WORK WITH RESISTANCE

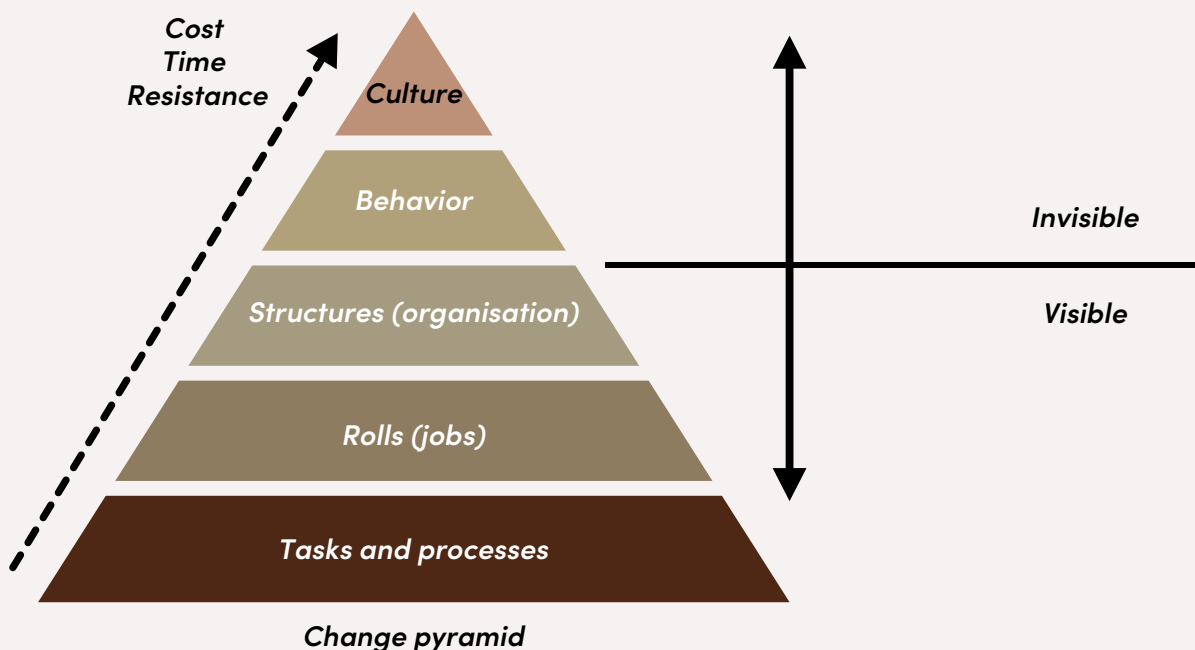
Diversity, equity, and inclusion (DEI) work and changes involve people and culture - even though we, at a minimum, need changes in tasks and processes too.

Being thoughtful about addressing resistance is crucial in promoting DEI initiatives. Otherwise, if one tries to enforce DEI implementations impulsively, there could be a massive

backlash and an unsuccessful implementation with costs to it.

When diving deeper into ways to handle resistance, we will highlight and expand on the different tactics that are helpful on the individual level.

Still, we will also shed some light on tactics that could help tackle resistance on an organisational level.



The Starting Point

It's important to remember that DEI work is not done only to satisfy particular groups of people but because diversifying organisations is a true benefit.

Women - and minority members - bring unique perspectives and skills that improve decision-making and create inclusive environments. Women in leadership have shown that they possess the qualities needed to succeed in today's business world. Their leadership styles, collaboration, and ability to understand different viewpoints improve team performance and drive innovation.

Promoting gender diversity in leadership is fair and beneficial for companies. Research consistently shows that diverse leadership teams outperform others, engage employees better, and understand various customers' needs.

Starting the Dialogue

Some people can give compelling arguments delivered with a forceful voice. It is valuable to be conscious that many arguments are based on myths, lack of knowledge, rooted in values or/and structural biases and stereotypical thinking. By exploring different strategies for dialogue, you will be more prepared. However, remember that getting or offering someone a new world perspective is a long journey.



Emphasise qualifications and explain why a female candidate for a leadership position will benefit the organisation.



Highlight the negative consequences of excluding qualified women from leadership positions, including missed opportunities, loss of talent and potential legal liabilities.



Discuss the importance of fairness and equality in leadership, and explain why ensuring everyone has an equal opportunity to succeed is essential.



Challenge stereotypes or assumptions and provide evidence.



Provide examples of successful women in leadership positions.



Appeal to shared values, such as fairness, equality, and the importance of diversity, to help build common ground and promote greater understanding.



Highlight the benefits of diversity for everyone. Provide examples which benefit the individual.

Ideas to Deal With Resistance

Having a dialogue about DEI can be very heated. And people, contexts and situations differ. Some people find it amusing to provoke - which is for another time (where we will say: "Don't take the bait"). With all others, try these steps.



Pathos - Emotional Reactions

It's helpful to remember that fear, worry, or anxiety are solid emotional states that often result in automatic reactions such as 'fight or flight' mode and are usually very deeply ingrained. This makes them challenging to tackle. However, you can try:

- *Ease their emotions by showing genuine acknowledgement of their worries and reasons for resistance, and validate their feelings*
- *Create a safe space free of judgment or belittling to allow for their concerns and opinions to arise beyond just the emotional responses*
- *Foster a healthy dialogue where individuals can address their worries*
- *Fear of the unknown usually arises from a lack of understanding, so being very transparent and clear about what DEI change means and how it will be implemented and how it benefits the individual could allow for a better understanding*

Ideas to Deal With Resistance

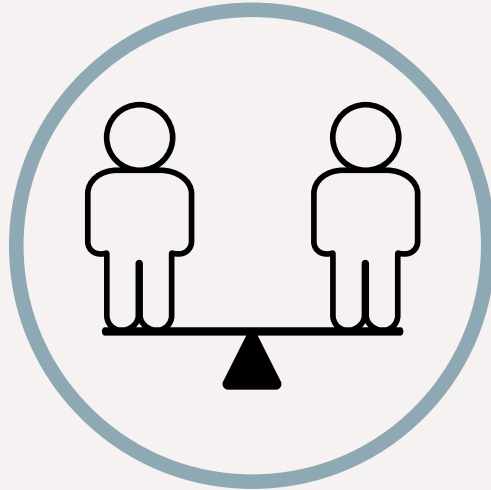


Logos - Tackling 'Logical' Arguments

Some common 'logical' concerns include a lack of understanding of the need for change or its benefits, a perception that change is not necessary or possible, or perceived threats to values and ideas. However, like all arguments that call for logical reasoning, a good response is presenting facts and increasing understanding. Responses could include:

- *Presenting facts and figures about how DEI improves company performance*
- *Tell how DEI (hopefully) aligns with the company's values and ideas and explore how DEI possibly aligns with the person's values*
- *Emphasize that the company is a microcosm of their city and country. If the company is missing essential elements of what exists in the macrocosm, it will miss out on opportunities, perspectives, markets etc.*

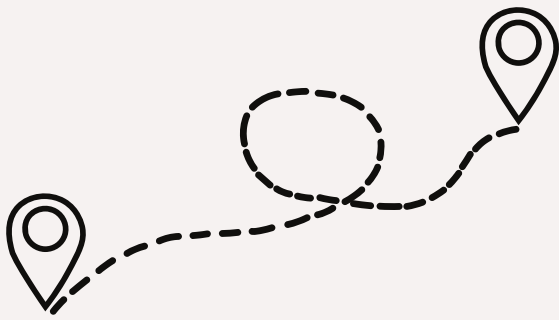
Ideas to Deal With Resistance



Ethos - Relational Structures

Resistance towards DEI disrupting relational and hierarchal structures could sound like; Perceived loss of power or status, lack of trust in change facilitators, or disruption of interpersonal relationships. Some of the ways in which to tackle these concerns include:

- *Emphasise the benefits of how relational structures may potentially change. Adding more diversity to a team often allows for more creativity, innovation, and a more positive working environment - bringing in a sense of belonging for all employees.*
- *Perceived loss of power should be addressed as a valid concern. However, it's essential to recognise that it may come from a deeper underlying issue - systematic bias and complex hierarchical structures. Explaining how DEI seeks to loosen up the complicated knots in attaining leadership may be a good approach.*
- *If the relationship can bear it, then a lack of trust can be challenged by asking questions about whether the lack of trust is justified.*

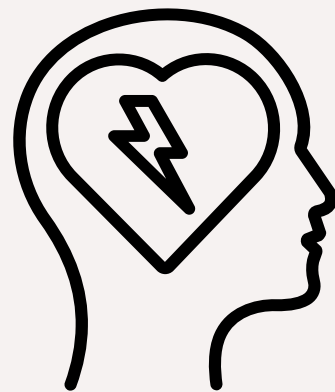


What we need to accept

- To get a new world perspective (like discovering that we don't have real equality or justice in our workplaces) is a learning journey. It takes time, reflections and it requires new experiences.
- It's a difficult position trying to change people's worldviews. We suggest you buckle up and get a supportive network.

What we need to know

- People often do not intend to discriminate against others consciously.
- However, that does not free them of the responsibility of behaving inclusively and ethically.
- Many unconscious beliefs still resonate with us from past learnings and structures, making adapting to newer and inclusive behaviour models harder.
- Furthermore, changes are usually difficult to overcome because they come with demanding efforts and emotional difficulties, such as threats, fear, and confusion.



"I don't like the idea that the only reason I was chosen was to meet a quota. I don't want to be a quota woman."

"Being a quota woman doesn't mean that you don't have the qualifications for the job. It means that you're contributing in setting up an ecosystem for more women to be embraced in these positions in the future."

"It's important to create quotas (e.g., candidate pool) as a default until they are no longer necessary. Until a diverse candidate pool becomes the norm with our hiring process."

Mette Louise Kaagaard General Manager/
CEO, Microsoft Denmark and Iceland

INVITE TO REFLECTION

Reflection is a highway to an expanded horizon. Asking counter questions can be helpful as long as it is done respectfully and not provokingly.

Here you have nine questions which can evoke reflection when you are met with arguments that oppose women in leadership:

1. IS IT EMOTIONAL?

When the argument is that women are too emotional, you can point out the fact that emotional is human behaviour. So is it emotional when top male leaders get angry, raise their voices, harden their tone of voice or lose their temper? Should they be removed from their post?

3. DO WE WANT TO ADD COMPETENCIES, OR DO WE WANT SIMILARITIES?

When women are battled against because of differences from men (which is stereotyped but sometimes correct), we can return to the fact that diversity brings different perspectives to the table and enhances profit. What is the point if you want women to act, behave and be like men?

2. ARE ALL PEOPLE THE SAME?

If the argument is about women wanting to take care of their children, you can point out that, like all men are different, women are too. Ask: Aren't any men wanting to be with their families and children? Do you think all women thrive and feel fulfilled without using their competencies? Do you think all women love to have housekeeping and family responsibilities as their primary tasks? Or should we be able to decide for ourselves?

4. WHO DECIDES WHO THE BEST CANDIDATE IS?

It is a valid argument and yet an interesting one to challenge. How will one decide on the best candidate? Will everyone choose the same person as the best candidate? Or is this a subjective and biased choice? Has it always been the best candidate? From which pool has the decision been made?

Invite To Reflection

5. WHAT PROOF DO YOU HAVE?

When arguments based on myths and beliefs are presented, asking for a discussion based on research knowledge is valid. Respectfully ask; could we discuss this based on facts?

7. DO OTHER (MALE) TOP LEADERS GET HELP TO SUCCEED?

Sometimes it is diminished if women need help with taking care of their family and career simultaneously. Statistically, women are doing more household tasks than men, even when they have a career. It is more than fair that responsibilities are handed out and help is provided. This doesn't mean they are neglecting. Asking: Can a man love, care for, and be responsible for their children while taking on leadership positions and getting support can evoke some reflection about gender bias.

6. WHO DEFINES THE COMPETENCIES?

When the talk centres around competencies, being conscious about who decides which competencies are needed is essential. Is it a diverse team who decides the necessary competencies?

Could other competencies get the wanted results? Are competencies based on stereotypical thinking, and who has been on the post previously?

8. WHAT DO AMBITIONS LOOK LIKE?

We have seen that male leaders tend to overlook female talent, and one of the reasons is that women are expected to act and show ambitions like ambitious men and how leaders (aka male leaders) historically have shown ambitions. The question is, do you expect women to show ambitions in the same way as men? Have you considered that men and women are raised differently and behave differently? And we all are driven by different factors

9. WHAT IS THE ACTUAL REASON?

Sometimes women are asked if they want a leadership position and they say no. It is a failure to stop the questions here. When presented with this fact, it is an idea to ask: Could there be other reasons for not wanting a leadership position? E.g. the culture and tone of voice in leadership teams? An outdated practice around leadership? Too much masculinity around the table? Unequal pay? Lack of flexibility and outdated norms? Have you asked; what should it take?

Tackling Organisational Resistance

We have focused on handling individual resistance to DEI changes and women in leadership. Resistance can also be experienced and arise as organisational resistance when it becomes a part of the culture. We will also share a sneak peek of knowledge and ways to tackle that.

Through shared experiences and stories, we gain a common understanding of the organisation. Simplified, we seek to find meaning in the corporate world through past experiences and knowledge spiced with input from new inputs (cues), according to the organisational theorist Karl E. Wick. Those inputs can be used actively to disrupt and create a new shared understanding based on more inclusive values. Some of these insights are shared on the following page.



What is essential for our work, and what you have to remember when reading the insights, is that we want to unite rather than divide the organisation into 'them and us', 'men and women', and 'minorities and majority'. We do that by aiming for implementations that are beneficial for everyone.

Suppose we want the organisation to follow the lead. In that case, finding the balance between supporting the development and avoiding resistance by disrupting with the right amount of insights and challenges is crucial.

Tackling Organisational Resistance

The following are examples of some of the inputs, or cues, that can be used to handle resistance and get the organisation to follow the lead of DEI changes:



THE BENEFITS OF WOMEN IN LEADERSHIP

Companies with women and ethnic diversity in management and board of directors have significantly higher profitability.

IMF – The International Monetary Fund, 2016
McKinsey – Diversity Wins 2020

Research shows that women in leadership positions are rated as excelling in taking the initiative, acting with resilience, practising self-development, driving for results, and displaying high integrity and honesty.

"Women Score Higher Than Men in Most Leadership Skills" –Harvard Business Review

There is no scientific evidence to support the claim that women are not capable of making rational decisions because they are too emotional.

Research shows that women can be just as confident and assertive as men and that gender stereotypes can hinder women's assertiveness.

"Gender differences in personality and interests..."
Eagly & Wood "Women and leadership: Defining the challenges."
Eagly & Carly

McKinsey has found that 58% of women in the US aspire to be top executives, and 37 % aspire to be a CEO or have a C-suite position. LinkedIn and other studies in Denmark have found similar results

Studies have consistently shown that women possess most of the key traits that make leaders effective. E.g. humility, self-awareness, self-control, moral sensitivity, social skills, emotional intelligence, kindness, and prosocial and moral orientation are all more likely to be found in women than men.

Forbes

Women perform highly in leadership qualities such as relating, self-awareness, authenticity, systems awareness and achieving.

New Research: Women More Effective Than Men
In All Leadership Measures –Forbes

When evaluating leadership potential, women are often judged on their performance in their current role, while men are judged on their potential to succeed in future roles.

Journal of Applied Psychology

A significant body of research suggests that women have ambitions, aspire to leadership positions and hold key competencies for leadership. Moreover, results among employees and higher revenue prove the importance of achieving more diversity in leadership.

”

Denmark specific facts on female ambitions

Women in Denmark aspire to leadership roles, motivated by factors beyond status and power. However, it is worth noting that, like in many other countries, women in Denmark still face barriers to advancement in leadership positions, such as gender bias and discrimination.

”

Danish women have high aspirations for leadership positions and are motivated by intrinsic factors, such as personal growth and self-fulfilment, rather than extrinsic factors, such as status and power.

Journal of Business Ethics

70% of Danish women want to take on leadership roles in their careers, and they are motivated by the opportunity to make a difference, to learn and develop professionally, and to have influence over decisions .

Danish Confederation of Trade Unions

Women in Denmark are more likely to aspire to leadership roles than women in other Nordic countries. They are motivated by factors such as personal growth, recognition, and a desire to make a difference.

Scandinavian Journal of Management

Women in Denmark are well-educated and highly motivated to pursue professional careers, including leadership roles.

European Commission on gender equality in Denmark

FINAL WORDS

With this paper, we wanted to acknowledge the hardship position it is to be the change maker in the DEI field. It is complex, and it is a huge ship to turn around. However, it is also important and meaningful.

With a smile, we also wanted to inspire or at least cheer on those who make an effort but encounter resistance.

We have spiced this white paper with information and expert knowledge. It's up to you to make sense of it in your organisational context, actually. In other words, it's your turn to find resistance in one-to-one settings, cultural norms, groups, and the entire organisation. This paper starts with meeting with the individual at the level that they might be currently at. From there on, you can be inspired towards greater horizons of DEI work.

We believe in a respectful exchange of opinions and knowledge and learning from each other from an equal point of view. It has yet to be equal, however. Some are standing at the bottom of the hill, and others at the top.

As our final words on this, we want to tell you that the starting point is always to educate yourself, listen and be open to others' experiences of the world. By reaching this point of our whitepaper, you have already begun the process of change through awareness and good intentions.

ABOUT DIVERSITY FACTOR

In Diversity Factor, we're not about "hauling businesses", kicking and screaming into the world of diversity and inclusion. We are there for the ones that have had that penny-dropping moment that diversity and inclusion are not there to scare them and to beat them up. It's there to liberate their organisation and future-proof it. Our role is to service the clients who want to advance their diversity and inclusion journey and need a route to market.

We believe that organisational excellence is linked to a diverse and engaged workforce, and we help you create an inclusive and more equitable environment where diversity thrives.

Our approach is positive, practical, and intersectional. We support you from ideation to implementation and work together to tailor-make our solutions fit your unique needs.



HOW WE HELP



Analysis: Whether it is your culture or structure, we analyse and re-design to reduce bias and discrimination.



Strategy: We know DEI; you know your company. Together, we co-create your DEI strategic approach to ensure an inclusive culture.



Learning: We onboard your leadership and/or your entire organisation through bit-sized learning focused on inclusion.



Community: We provide a space for your DEI professionals to learn the latest and network with peers.

RESOURCES

Commitment to organizational change: Extension of a three-component model. Herscovitch, L., & Meyer, J. P. , Journal of Applied Psychology
Diversity Matters, McKinsey

Diversity wins: How inclusion matters, McKinsey

How and Where Diversity Drives Financial Performance, Harvard Business Review

How Diversity Can Drive Innovation, Harvard Business Review

Managing Stakeholder Resistance to Change, Bâton Global

Neuro Diversity as a competitive advantage, Harvard Business Review

Queen Bees Still Exist, But It's Not The Women We Need To Fix
Kim Elsesser, Forbes

Queen Bee Syndrome: A Modern Dilemma of Working Women and Its Effects on Turnover Intentions, Baykal et.al, ResearchGate

New Research: Women More Effective Than Men In All Leadership Measures Kevin Kruse, Forbes

The diversity and inclusion revolution: Eight powerful truths Deloitte Review, issue 22

The difference. How the power of diversity creates better groups, firms, schools, and societies. Princeton University

Thinking, fast and slow, Daniel Kahneman

Why Is It So Hard to Change People's Minds? ...Our opinions are often based in emotion and group affiliation, not fact... Greater Good

Why inclusion matters in the workplace. McKinsey

Reimagining Peacemaking: Women's Roles in Peace Processes MARIE O'REILLY, ANDREA Ó SÚILLEABHÁIN, AND THANIA PAFFENHOLZ

Is there a payoff from top-team diversity? McKinsey 2012

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