

# 1st WOMEN AND LEADERSHIP TRANSATLANTIC DIALOGUE

## Key Societal Trends and the Impact for Women's Access, Action and Effectiveness as Leaders - Report -

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*Based on the notes provided by the Dialogue's Working Groups.*

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## Section 1 – General overview

### Concept and Outputs

This cultural boundary-crossing event has brought together senior women from the two sides of the Atlantic who engage in the study and practice of women's leadership (WL) and gender diversity in different professional realms and positions.

Participants — leaders for gender inclusion and diversity in their different countries and sectors in society (academics and researchers, practitioners, educators, civil servants, business leaders, politicians, civil society representatives, networks leaders, journalists, etc.) — have jointly reflected on how to advance women's leadership in today's challenging and turbulent world.

### Summary of Transatlantic Dialogue Outcomes

The Working Groups explored a variety of opportunities and complexities for women's access, action, and effectiveness as leaders presented by the key societal trends introduced to initiate the Dialogue. Notably, all Working Groups emphasized the remarkable role of technology, even if the group did not focus on the technology trend in particular. Also evident across Working Groups was the importance of making a diversity of women's leadership visible and voices heard, as well as leveraging power and resources toward women's leadership by connecting existing initiatives, organizations, and media platforms. The themes of connection, webs, boundary spanning, inter-disciplinarity, relationships, and community were abundant in the discussion around opportunities for women's leadership in the future. Working Groups clarified that issues related to advancing women's access, action, and effectiveness as leaders need to be addressed on local, national, and global scales, with responsibility resting on self, personal and professional relationships, local groups and communities, powerful organizations, and governments and social policies. The Dialogue enhanced awareness of the complexity of key societal trends and the uncharted territory they deliver, and sparked critical thinking and practical initiatives that can leverage the trends as opportunities for women and leadership.

### Key societal trends that will most likely affect women as leaders in the coming two decades

1. The Changing Nature of Work
2. The Increasing Influence of New Governing
3. Diversifying Inequalities
4. Technology and Hyper Connectivity

The opportunities the key trends open for women and leadership; current and future developments, ideas and strategies

Please see Section 2 below.

#### Game Changers and Best Readings

A shortlist of readings and research that can further strengthen women's access, influence and effectiveness as leaders was compiled on the basis of the Working Group's inputs (in the course of the pre-event survey and during the Transatlantic Dialogue). Please see annex 1.

## Section 2 - Specific outcomes per Working Group

*NB: The outcomes below are a result of the notes provided by the Working Groups themselves and do not necessarily represent the views/opinions of the organizers or all Dialogue participants.*

### Working Group 1 – The Changing Nature of Work

*Facilitator & co-facilitator: Claudia de Castro Caldeirinha (EU) & Jennifer Martineau (US)*

*Participants: Fabienne Goux-Baudiment, Geraldine Barry, Paige Haber-Curran, Randal Joy Thompson*

#### Opportunities and Trends for Women

A 2016 World Economic Forum report identified drivers such as climate change, the rise of the middle class in many emerging markets, aging populations in certain parts of Europe and East Asia, and the changing aspirations of women as factors that will have significant impacts on jobs. There are estimates by the European Commission saying that 75% of the jobs we currently have will have disappeared by 2030 and will be replaced by new ones that are still unknown. There will be a longer work life alongside multiple careers and career phases. Digitalization, new generations entering the workforce and older generations working longer are changing the forms of employment, career models and organizational structures. For example, by 2030 the tech-savvy, hyper-connected Millennials will represent 75% of the workforce.

These changes – and the widespread VUCA (volatility, uncertainty, complexity and ambiguity) context – are requiring more space for creativity, adaptability, emotional intelligence and agility in leadership. These are all skills women have been socially constructed to enact for centuries. Also, classic office hours are shifting to more flexible times and work processes such as working from home and freelancing are gaining terrain. This shift could be helpful to working mothers as they often struggle to combine classical office hours and their role in raising children.

There is also a major opportunity for *women helping women*. Traditionally, many professional organizations are built for men by men and networking has been a typical masculine realm. This situation is changing today - also triggered by new technologies and a trend for 'traditional' organizations to adapt to new styles of organizations. With networks and social media, women can continue to find space to become more visible, coordinate their actions and influence what they wish to as a collective endeavor.

Modern industries are moving away from manufacturing and are increasingly focusing on services and high tech. This shift is also expected to happen in developing countries, where women are often doing manual manufacturing work. Where will women go when machines replace their manual labor? Male unemployment may also rise as a consequence of robotization and new tech, which creates an additional pressure on families, societies, and women's roles.

In the current changing labor environment, jobs are becoming more and more demanding. Many women (and men) feel the need to be available 24/7 and the "work-life integration" is becoming an unattainable dream, particularly for women. This pace of work increases expectations (which were already disproportionately large for women, with many carrying both job and family duties) and is becoming a public health problem, with many stress-related diseases affecting professional women (e.g., burn-out, depressions). Will this unbearable pace of work – jointly with the possible forthcoming liberation created by Artificial intelligence (AI) and automatization – create a space for mindfulness, new (more sustainable) working paradigms that would allow women (and men) to have time away to rejuvenate and work on self-wellness and development so they can be their very best selves in all segments of life? The Working Group believes there is such a potential opportunity.

#### Artificial Intelligence and Contradictory Trends

Artificial intelligence (AI) is much more able to react and interact than we had initially expected – and progress is happening faster than expected, with the consequent various ethical dilemmas it opens. AI can look very disruptive and threatening. For instance, Tesla's CEO Elon Musk has repeatedly said society needs to be more concerned about safety with the increased use of artificial intelligence. Not only will AI radically change the way human societies work and function, but it will soon be touching the nature of what being a human means (for example, China programs to implant chips in embryos in order to enhance and increase the child's IQ). This is a moment in history that we will be creating a new social order. However, the tech space is mainly dominated by white men, which means that men are the ones creating the rules for our new paradigm/order, and deciding on the adequate moral and social principles to be used. We must ensure equal representation as well as diversity and inclusion among the people who are building these new systems. In the long run, women may actually end up faring better from technological change, as defended by a recent PricewaterhouseCoopers report which found that a higher proportion of male than female jobs are at risk of automation, especially those of men with lower levels of education<sup>1</sup>.

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<sup>1</sup> Full report available online at: <https://www.pwc.co.uk/economic-services/ukeo/pwcukeo-section-4-automation-march-2017-v2.pdf>

At the same time, however, AI and tech may also open new working spaces for women. For example, important areas such as interpersonal exchanges, creative thinking, empathy and caring are some of the skills that cannot be provided by robots... yet. This gives space to humans who possess these complementary skills – and most women have been socially constructed to enact these types of actions/attitudes for centuries. So why not value and use these skills to complement AI and robots in the future? Another trend that has been developing is an increasing autonomy and individualization in the work place which allows people more flexibility but also results in an increasing sense of social isolation and loneliness. This too might create more value and demand for the caring professions, where women have traditionally dominated.

However, robotization of the working industry may also provide opportunities for women. For example, if (manual) labor is ensured by robots and Artificial Intelligence, there may be more time to think, socialize, and discuss, as was the case in the times of the ancient Greek philosophers, but today as part of a new type of inclusive and democratic society.

### Current and Future Developments – The Crucial Role of Education

An important goal for the future is to change the patriarchic paradigm upon which the labor systems have been created. We need a gender diverse critical mass to achieve this change, starting at a very early stage by education and continuing within a culture of learning and development throughout the lifespan.

As a result of recent major developments in the world such as the financial crisis, there has been what some may see as a shift back to the past in roles related to privilege in families, with the desire for traditional gender roles being rekindled, in some or perhaps many cases. For instance, Millennials who have seen their fathers lose traditional power (and their self-esteem by the same token), or witnessed their families collapse as a consequence of the crisis may feel more attracted to traditional roles that represent a certain status quo and comfort zone. We need to start with children to build a new mindset from an early age, and education for diversity should become a top priority for countries and educational systems. The goal is that when these children grow up, they will come into future organizations seeing each other as equals (in terms of rights, roles, and opportunities) rather than repeating traditional power dynamics.

Some of the key skills that will become more important in the future include ability to make connections, critical thinking, listening, dialogue, out of the box/flexible thinking, building community and connection around digital future, digital skills as the new ABCs, getting beyond binary identity categories and stereotyping, emotional intelligence (empathy, caring, social skills), ability to create

communities, skills that are not merely transactional, cross-boundary communication (humans, sectors, industries), and agility. Educating new (and older) generations for these skills and talents seems fundamental.

### Technology and the Need for Leadership

The rhythms of working are speeding up, thanks to technology and the increased interconnectedness which makes communication, collaborations and distant partnerships increasingly normal. While that is exciting and can lead to great innovation, the time-demands of more complex relationships will remain high. Such pace and interconnectedness with others could potentially bring greater complexity to decision making at higher levels. The stable careers and the lifelong employment models will become more the exception than the rule. People will need to keep learning for life-long resilience and their professional skills will continue to be the best guarantor of agility and opportunity. Since required skills are not static, the need for life-long learning increases, with skills needing regular updates and fine-tuning throughout working lives. Alongside these developments comes the desire of individuals to have meaningful work while they are employed in one job at a particular company, even if they know it is only temporary. The tension between investing in employees whilst knowing that they will move somewhere else is a serious issue organizations are grappling with: how to retain talent in the VUCA world? In the aforementioned context, more organizations will need to develop in-house access to ongoing leadership development as well as training in specific skills (using new tech, online learning, virtual trainings, etc.) to keep pace with fluidity of the workforce and are sustainable in the long term.

## Working Group 2 – The Increasing Influence of New Governing Systems

*Facilitator & co-facilitator: Chrys Egan (US) & Fabiana Scapolo (EU)*

*Participants: Ann Austin, Louise Harvey, Susan Madsen*

### Opportunities and Trends for Women

Overall, there seemed to be a difference in perceptions between EU and US participants. This included, to mention but one example, the perception that Millennial-aged European women in the EU are less aware of the glass ceiling than their counterparts in the US.

### Activism on Women's Rights

The Working Group noted concern about the threat to liberal democracy. Some of the issues that are typically perceived as politically unacceptable (e.g., racist behaviors) are becoming acceptable. Issues that women have fought for and made progress on in the past could experience an opposite swing of the pendulum if we do not stay vigilant on protecting the progress made and advancing those issues.



Despite the fact that there are new grassroots groups which could open up opportunities for women leadership, not enough women are lobbying for legislative space compared to what men do. Women are not insisting enough and still aren't vocal enough about their needs and rights. For example, in relation to migration flow, which is especially a concern for the EU, women should not lose sight of the fact that there was a fight for equality during the past 100 years and more. It is necessary not to allow any diminishing standard on equal opportunities due to a different composition of the population (link with demographic change). We have to remain open, but also vigilant on the Western values and cultural aspects of society, safeguarding equal opportunities that have been achieved so far, and continuing to expand them. The different standards and expectations of different societal groups should not put at risk what has been achieved so far.

There is an empty space that women could fill and gain. Some of the existing incentives and tools designed to encourage women to make their voice heard to a greater extent could make more systematic use of technology (e.g. social media) to connect with women and amplify their voices. Social media can also be used as a tool to educate more women, and to support grassroots initiatives.

### Current and Future Developments

It is important to build and use existing frameworks, such as the UN's platform on Women, to accelerate lobbying.

The women's march after the 2016 US presidential election is an event to be harnessed, given its global resonance. It should not be left as a one-off manifestation; rather, it can become more sustainable and/or frequent to remind people of what the struggles are for women to access leadership.

The Working Groups also recognized the power of storytelling as a tool to reach out to more women. Story telling is powerful but it has to be used in a clever manner, comprising in a clever manner a combination of elements from the 'head and the heart'.

In terms of occupying more space, it is important to get more young women interested in finance and politics. This can be achieved by enhancing networking and by creating leadership centers providing programs for women to access and develop leadership. Some ways by which this process can be started by connecting already existing initiatives, combining resources, sharing curricula, and creating a global women's leadership alliance.

### Project Idea

With regard to women in politics, the Working Group suggested to establish a way to link US and EU women in politics; for example, by organizing regular events to gather women in the US congress and women in the European Parliament. The objective could be to discuss and explore issues that could be

pushed in the legislative environment on both sides of the Atlantic. Similarly, mechanisms could be identified to encourage women in UN organizations to be visible and heard in debates on issues of global relevance that would benefit from the presence of more women in leadership positions.

## Working Group 3 – Technology and the Changing Nature of Work

*Facilitator & co-facilitator: Viviane Teitelbaum (EU) & Maylon Hanold (US)*

*Participants: Faith Ngunjiri, Iskra Kirova, Kathy Bishop, Veerle Voet*

### Opportunities and Trends for Women

Many jobs currently occupied by women could be impacted by digitalization, automatization, and robotics. For instance, women are over-represented in customer service and administrative-focused jobs. As future technology and Artificial Intelligence become more sophisticated, these technologies could mean that more women than men are displaced from their jobs. Responding to these potential displacements entails grappling with threats and opportunities, and preparing for the unknown.

Technology brings about greater flexibility as well as unpredictability in terms of what jobs will be available. Access to technology will continue to create differential opportunities for women globally. The growing number of visual platforms available through technology will create more opportunities to communicate without heavy reliance on words. These new ways of communicating will challenge the linear, logical modes of thinking that are dominant in the written word. By the same token, they will open up more opportunities for wider varieties of communication to be considered not only as useful, but as legitimate.

These new modes of communication not only bear opportunities, they also bear threats. Work and social movements occur through these channels as much as do dissent and counter narratives. Combined with the question of who controls new media content, it seems that women's roles in society may therefore remain a contentious debate for some time. It is likely that open forms of communication will accelerate this debate.

### Current and Future Developments

#### *Language and Communication*

It is the way women get talked about, how they are being portrayed, and what is valued in society that continues to constrain women's opportunities. We need to create more robust communication,

language, and representation about women in order to frame them in a more positive and multidimensional way compared to what is currently being done. The way we frame the language around opportunities for women in the workplace and for women in society will continue to be important. Given that mainstream media often represents women in stereotypical ways, it is important to counter these stereotypes with language and messages that speak to a much wider array of women's capabilities and contributions. Digital media provides a rich space in which to take control of the 'framing.'

The work of advancing women has to be highly localized, but technology brings about the possibility of connecting these small localized efforts to create larger learning communities around women and their place in society. Technology makes it easier for women to organize and advocate for (other) women.

### *Education*

Education around media literacy will be critical to breaking existing narratives that women are subject to in society.

One could leverage the concept of the 'known vessel' (David Whyte) that meets the unknown sea. The idea is that we should continue efforts to help young girls and women 'see' themselves in wildly different ways than society at large perceives them, especially in terms of leadership. We need education with this type of focus to ensure that 'knowing themselves' will prepare them for the unknowns of the future.

Much of this work should be undertaken just prior to adolescence, which is the time when girls and boys begin to settle into male/female energy dichotomies largely due to biological sex. During adolescence, it is critical for them to develop their thinking abilities, reflect upon how valuing both the feminine and masculine attributes can make the world a better place, and understand gender and gender role complexity instead of being caught between binaries.

One of the areas to explore will be how to make the voices of working class women heard alongside those of the middle and upper class. There are significantly different sensitivities to women's roles in society with views of needed change depending on class. As educators and professionals, our key questions are: How do we stay tuned to where these women are? How do we 'free' women to do other work? What exactly constitutes the 'other work'?

### *Project Idea*

The Working Group has imagined a 'hub' along the lines of Google enabling organizations, movements, and efforts targeting the education and advancement of girls and women in society to be easily

searchable and connected. Google operates entirely on a consumerist algorithm, but this hub would be set up differently so that searches and connectivity would be based on social concerns and information sharing. The Working Group does not have a concrete proposal for setting up this 'hub', but all participants agreed that uncertain times, as noted by future trends, requires greater solidarity among those aware of the importance of challenging current gendered constructions.

### Access to Leadership

The growing importance of technology can impact women's access to leadership in multiple ways. First, the number of girls and young women preparing for careers in technology are inadequate, making access to leadership in those areas unlikely. Second, technology may well reduce the need for many jobs currently filled by humans. If the need for workers declines, society will have to determine how to address the need for fewer workers (how to allocate the ability to work), and a potentially larger leisure class and/or a larger number of people who do not have the means to finance their own basic needs. The Working Group believes in the criticality of lifelong education for people who expect to fully participate in society. How men or women will respond to this trend, both in the roles of those providing the education and those receiving the education, is thus far unclear.

## Working Group 4 – Diversifying Inequalities

*Facilitator & co-facilitator: Joanne Barnes (US) & Katerina Svickova (EU)*

*Participants: Dagmar Schumacher, Karen Longman, Nina Varchavsky, Ruth Sealy.*

### Opportunities and Trends for Women

#### Access and Mobility

It is important to identify technologies that open access. Enhanced 'physical' mobility, such as travel and exposure to different cultures, can strengthen cultural intelligence and provide opportunities to help address inequalities. Access combined with physical mobility can also contribute to overcoming gender stereotypes. For example, Syrian refugee women in Europe who received training in technology developed digital skills they would not have been able to build in their original context.

It will be crucial to set targets and work to meet them. The Sustainable Development Goals, which include gender equality goals, are a good example of this aim. They are goals in a globally adopted agenda that set broadly accepted targets that are being discussed and reported on in national and international forums. It is important to keep focused on the target or goal, because if the focus were to weaken, the situation for women would revert to the way it was before.

Further, there should be strategies related to access for workplaces and related to how to bring women into the management/leadership pipeline.

### *Media*

An opportunity is to find ways to use positive messaging in the media as a catalyst for positive change: communicate positive aspects of women's leadership, showcase role models, encourage more women to write and comment on articles and social media posts, leverage social media (e.g. the "Go Fund Me" campaign in the US). These strategies can help to showcase female role models. The "He for She Impact Champions" campaign blends the elements of specific commitments and of positive public messaging.

There is terrain to gain in the advertising industry, which currently still promotes much unconscious bias. This situation can be reversed. For example, the London/Paris ban on sexism in advertising, or creating completely new products and services, the advertising of which will avoid or even counter gender stereotypes.

### *Generational Shift*

We are witnessing a generational contradiction. Young women are more ambitious and they do not accept sexism and inequality. However, there are also signs, in the UK for example, that young women (or the generation in general) perceive they actually lack opportunity. When they look at their mothers' generation and see the hard work required to be professionally successful, they are discouraged and perhaps don't want to put in the work and sacrifice that professional-life combined with personal-life success may take.

The 'market' for emotional intelligence is expected to grow, as statements by Jack Ma, founder of Alibaba, indicate. This is an area where robots are not likely to dominate. It provides opportunities for women, given their tendency toward higher emotional intelligence competencies.

Gender-sensitive taxation and gender-responsive budgeting provide significant opportunities for women in the future. For example, when tax in Sweden shifted from household income to individual income, women's incomes became more visible. This shift had a positive impact on reducing inequality.

## Working Group 5 – Tech and Hyper Connectivity

*Facilitator & co-facilitator: Alexandra Borchardt (EU) & Cathleen Clerkin (US)*

*Participants: Isabella Lenarduzzi, Lisa DeFrank-Cole, Lynne Devnew, Marie-Anne Delahaut.*

### Trends and Opportunities for Women

The technology industry will continue to skyrocket in the future, yet women are leaving this industry in droves. There used to be a 50/50 balance of men and women, and now women are the minority.

Modern media is tied to access to resources and leadership opportunities. Social media can impact how women use and get power. Online platforms can offer more gender neutral opportunities; for example, a woman can own a website or online company and no one would know she is a woman, which could thwart gender discrimination. Followers, including women, also have more power on social media. Power dynamics are changing.

However, women are also more harassed on social media. There are still some of the same backlashes against women. So there are pros and cons. Social media is not always neutral.

Social media also accommodates different personality types and can offer a space for those who are shy or introverted, for example, to participate more easily. However, overuse of social media also gives people less experience talking to people in real life and may hide women's contributions if gender is not visible or obvious. We need to make sure that social media allows for more opportunities without destroying empathy and capacity for face-to-face interaction.

Still, a lot of changes need to be made. We need to train girls to be more confident, boys to be more respectful, women to support other women, men to support women, etc.

### Current and Future Developments

We should prepare and empower women and girls to use social media. This includes how to be social media savvy and how to manage harassment. We can change the semantics for power, influence, and leadership to be more appealing and accessible to women. Women and girls might be more comfortable being 'influencers' rather than 'leaders'.

We should not give Google the power to control what we see; rather, we can take action. For example, we can ask big social media companies to be more responsible about what comes to the top of web searches. There is currently a problem with sexist algorithms. There are a lot of objectifications online that could be changed. We need to take responsibility to speed up opportunities, educate, and create awareness. This effort should not only focus on women themselves, but also on men. We need 'allies' to support and promote women. There should be legislation regarding collecting and distributing

personal data so it is specifically tied to social responsibility. Efforts need to be both top-down (e.g., policies, leadership) and bottom-up (e.g., where and how we spend money and time on the Internet).

## Working Group 6 – Diversifying Inequalities

*Facilitator & co-facilitator : Lynn Shollen (US) & Marlene Janzen LeBer (EU)*

*Participants: Barbara Crosby, Corinna Hörst, Dorothy Dalton, Françoise Pissart*

### Trends and Opportunities for Women

#### *Women in Technology*

We should get (more) women into STEM (Science, Technology, Engineering and Mathematics) in order to help shape it.

Most algorithms are currently designed by men, who are overrepresented in the technology industry. This brings a (subconscious) bias that affects a lot of what we do online. We need to recruit more women to develop apps and other technology, particularly technology that is specifically appealing to women. It's also important to consider opportunities for new start-ups by women, which is typically a male world.

In order to get more women into technology, we should “fish where there are fish!” This may not get women into tech at younger ages, but we can train women to transfer their skills into the tech-field at a later age. For example, we can recruit from those studying in humanities areas because they are groomed to be critical thinkers and can be taught the specifics on tech-related jobs and work. Companies can fund this effort because research shows women positively influence decision making and profit, which helps the company's bottom line (i.e., its good business).

Not only is it important to have more women working in the tech industry, but we should make them more visible. It is important to put more women in technology ‘on the stage’ and create visibility so they can serve as role models.

#### *Technology and the Work-life Balance*

Technology may be utilized in a way to make work more efficient, particularly working from home. We have already seen these developments in the past that make working from home more accessible, but there are possibilities for this opportunity to grow.

Technology could be a game-changer in the management of home-work responsibilities (e.g., technology devices that make both home and work tasks more efficient). However, technology could also perpetuate women ‘doing it all’. It is important to make sure robotics will not be seen or used as

something to make the woman's life easier or have her do even more, but as a great help for the whole household.

Regarding lesser developed countries, technology can help to get women more access to water, reliable food production and cooking, lights, etc. This contribution could make their and their family's lives safer, giving them a higher chance of survival and an ability to control their reproduction and family planning. This technology is already available, but the key is accessibility. More work needs to be done on making this technology accessible to women and families in lesser developed countries and regions.

Technology can help connect communities that may not talk to each other normally in order to help break down barriers.

### *Technology and Diversifying Inequalities*

There is diversity among women in many fields, in the form of race, political beliefs, and socioeconomic status, for example. Technology can be leveraged to hear other perspectives and connect women to other women across these differences to find common purpose and objectives. For example, we can connect mothers from different socioeconomic levels or regions of society based on their common interest in raising children. Creating this connection between different women may help promote understanding, beginning with commonality, thereby creating a greater willingness and openness to learning from other perspectives. This strategy starts with access to technology and can be applied in a wide variety of contexts. For example, it may help women in their relationships with men, and people across different races. Technology can be leveraged to mobilize, grow, and empower leadership in more disadvantaged communities, and empower people in those communities to mobilize and empower other women (i.e., a grassroots effort). Technology can help overcome inequality of voice and agency.

We can utilize technology to influence socialization of children. We can encourage women and men to raise sons and daughters differently regarding gender roles and expectations. The intersection of technology and socialization is also affected by immigration, which changes cultural norms and values. Digital literacy is increasingly important. We have to teach children to become more adept at using technology and how to protect their image on social media. Financial literacy for girls and women should be stimulated as well, so they are not dependent on the male and become more independent.



### Current and Future Developments

The EU has structural/social policies to support women and leadership, but not individual promotion and support; whereas, the US has promotion of individual leadership but not structural/social policies to support women and leadership. Perhaps we can learn from each other's models.

A good initiative that already exists is "Diversity on Board". It aims to get people from disadvantaged communities to serve on Boards that make decisions that affect them.

We can look at what has been tried and is working in developing/ disadvantaged communities and apply this to gender diversity and women's leadership issues.

## Annex 1 - Books, articles, videos and other resources recommended by Dialogue participants

### Books

Alice H. Eagly & Linda L. Carli, "Through the Labyrinth: The Truth About How Women Become Leaders", Harvard Business Review Press, 2007.

Anne-Marie Slaughter, "Unfinished Business", Penguin Random House, 2016.

Avivah Wittenberg-Cox & Alison Maitland, "Why Women Mean Business: Understanding the Emergence of our next Economic Revolution", John Wiley and Sons, 2008.

Brenda Zimmerman, Frances Westley & Michael Quinn Patton, "Getting to Maybe: How the World Is Changed", Vintage Canada, 2007.

Charlotte Beers, "I'd Rather Be in Charge", Vanguard Press, 2012.

Claudia de Castro Caldeirinha & Corinna Hörst "Women Leading the Way in Brussels", John Harper Publishing, 2017.

David Burkus, "Under New Management: How Leading Organizations Are Upending Business as Usual", Library of Congress, 2015.

Eleonora Barbieri Masini, "Why Futures Studies?", Colin Hutchens, 1994.

Faith Wambura Ngunjiri & Susan R. Madsen, "Women as Global Leaders (Women and Leadership)", Information Age Publishing, 2015.

Faith Wambura Ngunjiri, Karen A. Longman & Susan R. Madsen, "Women and Leadership in Higher Education", Information Age Publishing, 2014.

Geoffrey Lewis, Joanna Barsh, & Susie Cranston, "How Remarkable Women Lead: The Breakthrough Model for Work and Life", McKinsey and Co, 2011.

Gloria J. Burgess, "Flawless Leadership: Connecting Who You Are to What You Know & Do", Red Oak Press, 2016.

Hilary Rodham Clinton, "Hard Choices", Simon & Schuster UK Ltd, 2014.

Iris Bohnet, "What Works: Gender Equality by Design", Harvard University Press, 2016.

Jean-Louis Servan-Schreiber, "L'Humanité, apothéose ou apocalypse?", Fayard, 2017.

Joyce Mushaben, "Becoming Madam Chancellor", Cambridge University Press, 2017.

Julia Storberg-Walter & Paige Haber-Curran, "Theorizing Women and Leadership: New Insights and Contributions from Multiple Perspectives", Information Age Publishing, 2017.

Leslie Peirce, "Empress of the East: How a European Slave Girl Became Queen of the Ottoman Empire", Basic Books, 2017.

Linda Babcock & Sara Lascheve, "Women Don't Ask: Negotiation and the Gender Divide", Princeton University Press, 2003.

Marian N. Ruderman, "Standing at the Crossroads: Next Steps for High Achieving Women", Jossey-Bass, 2002.

Marian Ruderman & Patricia Ohlott, "Standing at the Crossroads: Choices and Tradeoffs for High Achieving Women", Jossey-Bass, 2002.

Marie-Anne Delahaut, "Ensemble pour l'égalité", Préface de Irina Bokova, Directrice générale de l'UNESCO, Millennia2025 Femmes et Innovation, 2016.

Michael W. Simmons, "Elizabeth I: Legendary Queen Of England", Make Profits Easy LLC, 2016.

Nell Scovell & Sheryl Sandberg, "Lean In: Women, Work, and the Will to Lead", Random House, 2013.

Peter Senge, "The power of Presence", Sounds True, 2008.

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