

EVENTS | PROGRAMMES | CEO BLOG

Dear Lisa

The current July-August edition of Harvard Business Review has two articles which caught our attention and which we thought you might find interesting too.

Frank Dobbin and Alexandra Kalev analysed three decades' worth of data from more than 800 U.S. firms and interviewed hundreds of line managers and executives to get to the bottom of "[Why Diversity Programs Fail](#)". According to the authors, it shouldn't be surprising that most diversity programmes aren't increasing diversity since "despite a few new bells and whistles, courtesy of big data, companies are basically doubling down on the same approaches they've used since the 1960s". Mandatory diversity training, regulating managers' autonomy to make hiring and promotion decisions, and instituting grievance systems which give employees a way to challenge managers have generally made things worse, not better. This is because tools like these are basically designed to pre-empt lawsuits by policing managers' thoughts and actions and laboratory studies show that this kind of force-feeding tends to activate bias rather than stamp it out.

Their research proves that what is much more effective is to engage managers in solving the problem, increasing their on-the-job contact with female and minority workers, and promoting social accountability and people's desire to look fair-minded. That's why interventions like targeted college recruitment, mentoring programmes, self-managed teams and task forces have succeeded in boosting diversity in businesses. As Dobbin and Kalev conclude: "The very good news is that we know what does work—we just need to do more of it."

Meanwhile, in a separate piece by Alexandra Kalev on "[How 'Neutral' Layoffs Disproportionately Affect Women and Minorities](#)", she reports that when companies downsize, women and minorities are most affected: "Because companies rely heavily on position and tenure to make those calls, they wipe out most or all of the gains they've made in diversity." Making matters worse, these approaches to layoffs have become increasingly prevalent. Based on Kalev's analysis of 800 companies, two-thirds of businesses that underwent major downsizings used position or tenure to make their cuts. But doing it this way can mean terminating strong performers just because they joined more recently or because they are in non-core roles which is where women and minorities tend to be found.

Kalev recommends companies that are planning layoffs avoid losing ground on diversity by taking an individualised approach and laying off the managers with the poorest performance, regardless of what positions they currently hold or how long they've been with the firm. She also suggests firms look at diversity numbers before proceeding with layoffs. Running adverse impact studies on layoffs forces managers to think more creatively about the talent they have and want to keep and to consider repositioning and retraining to maintain managerial diversity after they've made performance-based cuts.

We've included links to both pieces – we hope you enjoy them as much as we did.

Warm regards

Su-Mei Thompson
 CEO, The Women's Foundation

UPCOMING EVENTS**BOARDROOM LUNCH**

SAVE THE DATE

**30% Club Annual Boardroom Lunch**

Save the date for the fifth lunch of the series! This much anticipated annual event brings together around 100 senior TWF Women to Watch with company chairmen, board members and their professional advisors for simulated boardroom discussions.

DATE: Friday, October 14, 2016

TIME: From 12.00 p.m.

VENUE: The Asia Society Hong Kong Center, 9 Justice Drive, Admiralty

MENTORING ALUMNI

INTRODUCTION TO MINDFULNESS

**Introduction to Mindfulness for Mentoring Alumni**

Calling all former TWF MP Mentors and Protégés - join us for a morning of mindfulness training focusing on "Working Better - Living Better". Mindfulness has been proven to have positive effects on mental health and well being, performance and ability to handle stress.

DATE: Saturday, October 15, 2016
TIME: 9.30 a.m. - 12.30 p.m.
VENUE: Bloomberg, 25/F, Cheung Kong Centre, 2 Queen's Road, Central

Register [here](#) to join.



Mentoring Programme Alumni Reunion

Calling all current and former TWF MP Mentors and Protégés: please save the date for the first ever TWF MP Alumni Reunion! Celebrate this year's graduating cohort and reconnect with other alums in an exciting morning with a bit of learning and a lot of fun. More details to follow.

DATE: Saturday, November 5, 2016
TIME: Half-day event (time tbc)
VENUE: Thomson Reuters, 18/F, ICBC Tower, 3 Garden Road, Central

Register [here](#) to join.



Save the Date! TWF Gala Dinner 2016
Mark your calendars for TWF's signature Gala Dinner featuring inspirational speakers, luxury prizes and live entertainment - stay tuned for more details!

DATE: Tuesday, November 15, 2016
TIME: From 7.00 p.m.
VENUE: JW Marriott Hotel, One Pacific Place, 88 Queensway

TWF PROGRAMME UPDATES



T.E.E.N. Summer Camp

Last week, TWF welcomed our 2016-17 cohort of 45 underprivileged TEENs and 15 Big Brothers and Sisters to our seventh T.E.E.N. Summer Camp. Over the four days, students participated in icebreakers and team-building activities designed to unleash their leadership potential and enhance their sense of belonging to the Programme. They also participated in gender and diversity workshops.



Mentoring Programme - Gravitas Workshop

Last Thursday, TWF ran a "Gravitas: Voice and Presence" workshop facilitated by David Pope of All Voice Talent. More than 50 mentors and proteges learned how to use their voice and physical presence to project gravitas. Many thanks to David and to EY for hosting the session.



Fireside Chat with Deborah Glass OBE, The Victorian Ombudsman

Last Friday, Deborah Glass OBE, The Victorian Ombudsman gave an insightful, entertaining talk on her career milestones which span the SFC, being IMRO's first female Chief Executive, overseeing high profile investigations at the UK Police Authority and her current role as the Victorian Ombudsman. Donations from the event raised over HK\$11,000 for TWF's Media Literacy Programme. A big thank you to The Women's Exchange at HKEX for hosting.

IN THE COMMUNITY

Gender Equity – Retaining &

Returning Female Talent in Hong Kong

TWF is pleased to support FLEXImums and Back to Work's HK Gender Equity Conference: Retaining & Returning Female Talent in Hong Kong. The day long conference will include panel discussions, debates and talks focusing on practical ideas businesses can implement to create a more gender inclusive workplace.

DATE: Thursday , September 29,2016

TIME: 8.30 a.m. - 5.00 p.m.

VENUE: Butterfield's, 2/F, Dorset House, Tai Koo Place, Quarry Bay

Register [here](#) to join the conference and enjoy 25% off corporate ticket prices using the promo code "TWF".



13TH ANNUAL WOMEN OF INFLUENCE CONFERENCE & AWARDS

November 11, 2016

Nominations open for AmCham's Women of Influence Awards!

TWF is proud to support AmCham's Women of Influence Awards celebrating women, companies and male champions that are leading the way for gender equality. For nomination criteria and award descriptions, visit:

<http://www.amcham.org.hk/events/signature-events/2016-nomination>. Nominees can be any nationality but need to have a strong connection to Hong Kong. Anyone submitting a nomination before August 15 is also eligible for early bird conference prices!

TWF FUNDRAISING INITIATIVES - We Would Love Your Support!

GOLD FLAGS

CALL FOR SUPPORT



Support TWF by selling Gold Flags at your office!

Aside from July 20's street sales of "ordinary" flags, TWF has been approved to sell special TWF Gold flags in offices and other private venues any time from now to end of August. We are looking for corporate ambassadors to help us sell flags in their offices to support TWF's Life Skills Programme for under privileged adolescent girls and boys in Hong Kong. If you can help, please contact Sarah Ladner at sarah.ladner@twfhk.org for more information.



TWF Mischa Pins

To raise funds for our programmes, TWF is selling pins, specially designed for TWF by Michelle Lai - MISCHA founder. The beautiful black and gold enameled pins featuring MISCHA's signature design can be purchased at TWF and partner events for HK\$50. We are looking for volunteers to help us with selling pins within their organisations and networks. Please contact Stephanie Ko at stephanie.ko@twfhk.org to find out more.

WHAT WE'RE READING

Our top picks for recommended reading and listening on the key trends and breaking stories about women and gender:

- [The Futurist: Lynne Barry's vision for managing the workforce of the future](#) (Human Resources Online)
- [Are female leaders disadvantaged by media bias?](#) (BBC News Online)
- [Yuriko Koike elected governor of Tokyo, first woman in post](#) (WSJ)
- [Why violence against women in film is not the same as violence against men](#) (The Guardian)
- [Female CEOs are fascinating, as Marissa Mayer knows](#) (FT)

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