Training Course on
Forging Pathways to Gender Equality in Statistical Leadership

Module 4:
Why is it important to have women leaders?

4-1. Module Objectives

By the end of the presentation, participants will be able to:

- Analyze the landscape of gender representation in leadership in select sectors of the country

- Identify and articulate the benefits of gender diversity in leadership

- Discuss the impact of women leaders on organizational culture and ethics

4-2. Agenda for Module 4

SUGGESTED TIME (50 mins)	TOPICS/Activity
10 minutes	1- What research says about the importance of women leaders ▪ Presentation by *trainer*
30 minutes	2- Group activity: Role-playing—Why is it important to have women leaders in the national statistical office and statistical units of the national statistical system?
10 minutes	3- Identifying actionable conclusions: Summary by *trainer* ▪ Impact of women leaders on organizational culture and ethics

4-3. What research says on the importance of women leaders

- **Contents**: Based on articles from business/industry research

- **Suggested modality**: Presentation

  o Suggested tool: MS PowerPoint Presentation; PDF links to reports/resources

Research on the importance of women leaders spans various industries and sectors, emphasizing the positive impact of gender diversity in leadership roles. Below are some key findings and references from the research:

4-3-1. Improved decision-making

- Research has shown that diverse leadership teams tend to make better decisions. A McKinsey & Company report, "Delivering Through Diversity," found that companies with greater gender diversity on executive teams were 21% more likely to outperform on profitability.

4-3-2. Enhanced innovation

- A study published in the Harvard Business Review, "How and Where Diversity Drives Financial Performance," surveyed 1,700 companies across eight countries (the U.S.,

France, Germany, China, Brazil, India, Switzerland, and Austria) indicates that diverse leadership fosters innovation and creativity. Women leaders often bring different perspectives and ideas to the table. With higher diversity, companies showcased 19% points higher innovation revenues.

4-3-3. Better problem-solving

- Research conducted by Catalyst, a global nonprofit focused on advancing women in business, highlights that gender-diverse teams are more effective at solving complex problems. This is because diverse teams consider a broader range of viewpoints and solutions. Catalyst research finds that leaders who embrace a more holistic view of diversity, equity, and inclusion can build a more innovative and collaborative workforce associated with increased productivity and better business results.

4-3-4. Increased employee engagement

- A Gallup study, "State of the American Workplace," found that gender-diverse leadership positively correlates with higher employee engagement. Women leaders often excel in communication and mentorship, boosting team morale. With one exception, women are more engaged than men in every type of job, including management, professional, service and support jobs (30% vs. 36%). In leadership roles, however, men are more engaged than women (50% vs. 35%).

4-3-5. Effective policies

- Research by the Peterson Institute for International Economics, "Is Gender Diversity Profitable? a global survey of 21,980 firms from 91 countries, suggests that the presence of women in corporate leadership positions may improve firm performance. Women's presence in corporate leadership positively correlates with firm characteristics such as size and national factors such as girls' math scores, the absence of discriminatory attitudes toward female executives, and the availability of paternal leave.

4-3-6. Transparency and trust

- PwC's "Time to Talk: What Has to Change for Women at Work" suggests a significant issue exists with the relationship between women and their organizations. A survey shows that women worldwide don't trust what their bosses tell them about promotions, pay, or what helps or hurts their careers.

4-3-7. Risk management

- The International Finance Corporation (IFC) published a report, "Investing in Women's Employment: Good for Business, Good for Development," indicating that gender-diverse leadership can contribute to better risk management practices.

4-3-8. Organizational reputation

- A study by Weber Shandwick and KRC Research, "Gender Equality in the Executive Ranks: A Paradox - The Journey to 2030," underscores that gender diversity in leadership enhances a company's reputation and attractiveness to customers and investors.

4-4. National context—Why is it important to have women leaders in the NSO/NSS?

- **Contents**: Various scenarios to depict the research findings discussed in 4-3

- **Suggested modality**: Group discussion through role-playing activity

  o Suggested tool: Guide Questions

  o The group will break into smaller groups to ensure everyone can participate in the group activity (e.g., if there are 30 participants, the suggestion is to have five small groups).

  o The group should be mixed, with Types 1 and 2 participants, as well as women and men, well-distributed across the groups.

  o Each group will be asked to do a role-playing exercise using an assigned scenario. These scenarios are provided to spark meaningful discussions among senior statistical leaders about the importance of women leaders in NSO/ NSS within the country's landscape.

Below are suggested scenarios for role-playing, which can be assigned to a group.

4-4-1. Scenario 1: Decision-making

Scenario: The NSO is preparing for a labor force survey, and the leaders and statisticians have gathered to discuss the data collection strategy. Leader A emphasizes the importance of a comprehensive, gender-sensitive approach that considers the specific needs of women in the workforce. Leader B argues for a more traditional approach, citing cost and time constraints.

- Consider a critical decision related to data collection, analysis, or policy formulation that needs to be made within an NSO/NSS. Have participants play the roles of leaders in the NSO/NSS.

- Discussion points:

  o How does the gender of the leader influence the decision-making process and outcomes?

  o What perspectives or considerations related to gender issues emerge during the decision-making process?

4-4-2. Scenario 2: Data collection and quality

Scenario: The NSO plans to conduct a survey on Violence against women due to the rise in reportage of violence during the pandemic. Leaders are in a dilemma to decide whether to collect sensitive data such as Violence against women (which is traditionally collected face-to-face) remotely or not in the event of a crisis.

- Participants will simulate a data collection exercise. Assign leadership roles to participants.

- Discussion points:

  o How does the leader's gender impact the approach to data collection and the quality of gender-disaggregated data obtained?

  o What strategies do women leaders employ to ensure gender-sensitive data collection practices?

4-4-3. Scenario 3: Stakeholder engagement

Scenario: The meeting focuses on incorporating gender-disaggregated data into the national development agenda. With the upcoming experimental statistics from various offices, non-traditional data sources such as citizen data are often discussed. Leaders conduct stakeholder meetings to decide whether to pursue this new approach.

- Create a role-play scenario involving interactions with various stakeholders, such as government officials, NGOs, or international organizations. Have participants take on leadership roles.

- Discussion points:
  - How do women leaders engage with stakeholders differently, especially when discussing gender-related data and policies?
  - What advantages does gender-diverse leadership bring to stakeholder interactions and negotiations?

4-4-4. Scenario 4: Workplace culture and inclusivity

Scenario: The meeting's primary agenda is to discuss strategies for fostering a more inclusive and gender-sensitive organizational culture. Each leader will present ideas and perspectives on this topic.

- Simulate a workplace scenario where leaders are tasked with promoting a more inclusive and gender-sensitive organizational culture.

- Discussion points:
  - How can women leaders foster a workplace culture that encourages gender equality and empowers staff?
  - What strategies can address any resistance or challenges to creating an inclusive environment?

4-4-5. Scenario 5: Policy formulation and implementation

Scenario: The meeting aims to discuss the critical components of a gender-responsive statistical policy, including data collection, analysis, and reporting, and the roles of various stakeholders in its development and implementation. Each leader will present ideas and perspectives on this topic.

- Assign participants roles in a role-play focused on developing and implementing a gender-responsive statistical policy.

- Discussion points:
  - How do women leaders contribute to formulating policies that address gender disparities in data and statistical processes?
  - What approaches do women leaders take to ensure effective policy implementation and monitoring?

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