

ACLW Leadership Interviews

The **Australian Centre for Leadership for Women** between 2000 and 2019 invited prominent national and international female and male leaders in different sectors to focus on how they became leaders, the forces that shape them and their vision and their reflections on leadership. These unedited interviews offer an insight into the individual's values, leadership competencies and attributes.

The mission of ACLW is to enable the valuing of women and their advancement in workplaces. The interviews attempt to articulate this mission in the lived experience of the people interviewed.

All of the interviews were conducted by the director of the Centre, Dr Diann Rodgers-Healey.

To commemorate the twentieth anniversary of the founding of the Centre, the 73 interviews have been compiled and brought together as a single collection. The information in the biography sections of each interview was correct when the interview was undertaken. Biographies have been sorted alphabetically by the surname of the leader (or the first person listed, when more than one leader is part of the interview.) Website links have mostly been removed, although if a link still seemed to be active, it was retained. No endorsement is made of the content of external websites.

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Compiled and edited for publication by Richard Healey.

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01 Mallen Baker

Director of Business Respect & Strategic Advisor on Corporate Social Responsibility

Mallen Baker is a writer, speaker and strategic advisor on corporate social responsibility and Founding Director of Business Respect – a start-up web business that promotes CSR globally. The Business Respect email newsletter on CSR has been produced since 2001 – the first CSR newsletter of its type – and reaches a worldwide audience of around 10,000.

Mallen was formerly the development director with Business in the Community, where he was responsible for developing BITC's approach to marketplace issues, which includes how companies manage issues that arise around their core products & services and the supply chain. He produced the Marketplace Responsibility Principles working with a leadership team of CEOs from major companies headquartered in the UK.

He initiated the Business Impact Review Group - the group of 20 companies who developed a common approach to CSR reporting, and was responsible for the work of the Business Impact Taskforce which produced the landmark "Winning with Integrity" report.

Mallen has written extensively on CSR. In addition to the Business Respect newsletter, he has written widely for magazines and journals across a number of countries. He is a regular columnist with Ethical Corporation, as well as being a member of the Ethical Corporation Advisory Board. Mallen chairs the CSR Superbrands project in the UK, is a member of the Social Marketing Standards Advisory Task Group and the Chartered Institute of Marketing's Sustainable Marketing panel. He chairs Kingfisher plc's Stakeholder Advisory Panel and was a board member of CSR Europe 2006 - 2008.

Interview conducted in 2009

Interview with Mallen Baker

How did you come to be interested in corporate citizenship and in wanting to set up a personal agenda to change corporate behaviour?

I became aware of the growing importance of global environmental issues at quite an early age. Of all those that were potentially agents of change,

business showed itself to be most pragmatic and action-oriented, and open to believing that it didn't have all the answers and could work with others. So I became involved with organisations that engaged businesses on the developing agenda of the environment – which later became CSR.

I suppose the development of my own personal agenda on this came about because I always wanted to explore beyond the boundaries that were set. So when I set up my own website, it was because my then employer, Business in the Community, was purely UK-focused, not interested in broader issues and averse to expressing a position or opinion about the agenda. All that has since changed, by the way. Those elements were things that interested me most, and once I'd set up the website to get them off my chest, I found there was an audience for all this, and was encouraged to further develop my own writing and thinking in the area.

What is corporate social responsibility (CSR)? How is this manifested in organizations and measured?

Corporate social responsibility is about how companies organise their activities to have an overall positive impact on society. It is about the relationship between business and society, and the expectations that society has on business.

It is an umbrella concept, and therefore it differs enormously across the world in how it is practiced. Increasingly, the focus is going towards how you make your money – the choices you make in your products, your marketing, your supply chain, and so on. But in many parts of the world, and particularly where there are serious issues of poverty and underdevelopment, it remains mostly understood as companies contributing to society in a philanthropic sense. The concept is much less powerful if it is only understood in this vein, however.

By and large, it is measured by looking at what companies do in terms of their policies and processes, and what they achieve – some measures are available in terms of things like climate change emissions. But CSR is

about relationships, and there are too many people out there who believe that there can be a science in how it is measured. This isn't true, and we have a long way to go in getting better at understanding what can be done.

What do you see as being the benefits for organizations to maintain corporate social responsibility?

There are different benefits for different parts of the agenda. But the most common ones are to build a strong reputation with people that can influence your business, to reduce costs by reducing waste, and to increase the loyalty and productivity of your employees. These benefits are not automatic – you have to do things well and make good decisions. But that is no different to any other aspect of your business.

Do you believe that organizations on the whole honour CSR? Which organizations are you most impressed by in relation to this?

No large company does everything well, but there are certainly many that do a lot of things well and do certain things excellently. Companies like telecoms company BT and retailer Marks & Spencer have led the way on reducing climate change emissions, for instance. Wal-Mart is doing a huge amount to drive environmental commitments through its supply chain. Unilever has a great track record of driving change, whether it be by tailoring business models to the needs of the rural poor in India, or leading the commitment to sustainable palm oil, or challenging fashion stereotypes that affect self-esteem through its Dove brand.

None of these companies could be held up as angels in every thought and deed. If you need companies to be perfect before you give them credit, then that is an impossible standard.

In terms of how women are treated in the corporate world, what CSR do you advocate for those who are marginalised and have little or no equity?

There has been some progress within the corporate world in the recognition of, and promotion of women but there is still a long way to go. Ultimately, businesses as pragmatic entities should recognise that if they

marginalise women they deny their business the benefit of talent and enterprise from half of the population, which doesn't make sense.

Everyone that believes themselves to be in a marginalised position will have their own set of unique circumstances that will change what it makes sense for them to do. But generally, the people who break through most often do it by finding ways to demonstrate their abilities, and if the barriers are too great, stepping aside and creating their own alternatives.

What is your understanding of the global downturn of 2008? What are the lessons one should learn from this in an economic society that is bound by the laws of capitalism?

I have written about this in more detail elsewhere, but the key lesson is that the senior leadership of one, crucial business sector – the financial sector – collectively lost sight of what the purpose of their business is, and what the management of risk is about for their industry.

We can either believe that we had the misfortune that the entire sector was staffed by stupid and greedy people – which is easy to do, but pretty unlikely – or we have to accept that the system of incentives that they worked within failed us. That puts the onus on us to design a better system.

So, for instance, what is a business for? If it is to maximise shareholder returns, then it encourages high return / high risk behaviour. If it is to provide useful products that meet society's needs – and thereby make a profit and provide shareholders with a reasonable return – then there are all sorts of things you might do differently. How you measure the success of a CEO, how that CEO is compensated – these are all things currently shaped on the presumption that maximising shareholder return is what it's all about.

That may be one of the laws of the current economic system – but it's not like the law of gravity. It can be changed.

What are you hoping from America's new leader, President Barack Obama?

When Obama was sworn in, he talked about a return to values that emphasised service to the community, and away from selfish consumerism. Achieving that may feel like a big and unrealistic ask – rather like politely asking a drug addict to give up their addiction and expecting them to do it – but it is the journey we now have to make.

The big issues facing us are much bigger and more embedded than a cyclical recession. We are entering an age of consequences that is the logical conclusion of the world's former lifestyle (or aspirational lifestyle for those busy catching up but not yet there). Those wanting a bit of reorganisation to get us back to where we were before are kidding themselves. Climate change is going to force big changes on us, and the act of the forcing is not going to be pretty.

Business is one of the most powerful actors that must play its part in this if it wants to be able to thrive economically. But the government of the biggest consuming country in the world is also crucially important.

02 Katherine Benziger

Dr Katherine Benziger is known as the leading expert on the neuro-scientific bases for Dr Carl Jung's model of psychological type as well as the scientific foundations for PASS (Prolonged Adaption Stress Syndrome), the natural result of Falsifying Type. Dr Benziger has developed state-of-the art tools for identifying an individual's natural Type (ie their giftedness).

Dr Benziger's work is used globally by companies seeking to evaluate their intellectual capital and maximize their employees effectiveness. Deloitte-Touche of Costa Rica has identified Benziger's assessment and model as an HR / human capital management best practices. Licensees in Central America are working with Dr Benziger and Lominger licensees to build a model to assist companies focusing on competencies to link 80-90 percent of the competencies identified in business by Lominger to brain preference patterns identified by the Benziger Model and BTSA. This collaborative effort should help those already working with competencies understand who on their teams can easily and dependably develop and use which competencies.

Dr Katherine Benziger has spent 29 years helping individuals, teams and organizations to be more effective and more creative by identifying and using their natural Preference. She teaches her clients powerful creative techniques on the one hand and strategies for managing the culture within which they are working so that their efforts to grow their creativity and innovative skills are supported and successful. Dr Benziger has authored more than a dozen books related to creativity, innovation, effectiveness and wellness including Rethinking Stress, Depression and Mid-Life Crisis, published on C.G. Jung Web-site, www.cgjungpage.com 1996. Dr Benziger is listed in the 1997 edition of National Directory of Who's Who in Executive and Professionals for 20 years of contributing to public mental health on both a theoretical and practical level.

Articles By Katherine Benziger, Ph.D.

- Leveraging Your Brain's Natural Lead to Achieve and Sustain Inner Balance at Living an Energy Efficient Life Promotes Success and Health
- Balancing Work and Home Life How Our Natural Lead and Inner Wakefulness Relate to Our Ability and Need as Women to Balance Work https://www.benziger-la.com/

Interview with Dr Katharine Benziger

What is your model of personality assessing and how does it differ from the Myers Briggs system?

The Benziger Breakthrough differs from Myers Briggs system because my model and assessment were designed to track and identify patterns of falsifying type which Dr Carl Jung had written about and which I found to be prevalent in society today. Myers Briggs measures how a person is using their brain - the developed patterns of competencies more than their natural gifts. As my own research and that of Gall-up shows that 80% of population around the world are Falsifying Type. The bottom line is that most of the time Myers Briggs gets it wrong because they identify a set of developed competencies and tell the person these are their natural gifts.

Using your model, how do you measure brain function and energy consumption in the brain?

I measure brain function and energy consumption using a questionnaire the BTSA which I created almost 20 years ago now. At the time I was collaborating with Dr Karl Pribram who was himself very familiar with Dr Jung's work. We were exploring the human brain to determine where Jung's four functions were managed. Dr Pribram was and is a one of the world's top neuroscientists. At the time we used unpublished information he had observed in his own laboratory along with some of his published research on the functional specialization in the human cortex. In the years since this original development the model has been substantiated repeatedly with PET scan results when people are falsifying type.

How does one 'falsify type'?

Falsify type is a term invented by Dr Carl Jung in 1926. You will find it mentioned in his book Psychological Types. According to Dr Jung, one falsifies type when one develops and uses more competencies that are

managed by one's non-preferred functions and fewer managed by one's natural lead function.

Is one aware that they are falsifying type and if one is not, then how can one recognize that they are doing so?

People who have been falsifying type for years may have lost touch with their own body's bio-feedback. So it is possible that they are "no longer in touch with the fact that they are falsifying type". However, when people are falsifying type they may not be aware of it in the sense that they have been doing it for years and living with the costs - assuming this was life. But they can become aware of it very easily. If you ask them to think about their day, they are aware that they are feeling tired or bored. They are aware that over time they are exhausted and ill. Dr Jung referred to our natural preference as our body's internal compass and it is just that. The only problem is that for 400 years the industrial revolution has been shaping school systems which educate everyone who attends them to perform routine procedures. So everyone in our public schools is learning to use the Sensation Function (Basal Left in the Benziger Model). The public schools teach reading, writing and arithmetic because this is what you need to be able to do to follow a procedure accurately and dependably hour after hour and day after day. To read the instructions that were left for you. To pick up and manipulate the object accurately so that the procedure is completed. So, the result is that those who attend the public schools, about 80 to 90% of the population, are using the Sensation Function (Basal Left) and for some of these people it is their natural lead function and for the others developing it and using the Sensation Function this much requires that they falsify type day after day. As soon as you explain this they can begin to become aware of what is true for them by observing themselves in action.

What are the personal costs to the individual, family, community and to the organization of falsifying their type?

The personal costs of falsifying type are fatigue, illness, depression. The community high levels of depression, anxiety, illness and stress which are not necessarily caused by specific life events. The organizational costs are lowered productions, lower productivity, lower morale, higher turnover, higher use of sick time and sick days.

How do you make the application of personality assessing ethical in a global business environment that is capitalistic in its framework?

Simply put the brain was designed to do 4 very different jobs. These are: Starting or Restarting; Structuring; Maintaining; and Building Good Will and Harmonizing. All four are necessary for successful business over time. The current "capitalistic framework" values first and foremost two of the four jobs: Structuring (Logical Decisions about the best use of resources in the present) and Maintaining (procedural production). In years past Jack Welch tried to teach businesses that they needed to create and innovate. That is still true. It is also true that business needs to harmonize the relationships between the workers (between those who are Maintaining and those who are Creating and those who are Structuring) and as well between the company and its customers. My own work in Latin America and Africa is to help people in these cultures learn that they can use and leverage their natural preference. These cultures have a full distribution of the four functions / specialized types of thinking, but they also have cultures which in many cases are more supportive and valuing of the Feeling Function / Basal Right's values and gifts in building good will and community / harmonizing. I encourage these people to hold to their values and develop strong Feeling Function / Basal Right skills so they can then model / show / teach the rest of the world how contribute Feeling Function / Basal Right gifts effectively. There are places where people like the Bill and Melinda Gates Foundation and their friend Warren Buffet who gave them another 80 billion in 2006 for their foundation – these

people are using frontal skills to solve real world problems and as they do they are creating places where Feeling / Basal Rights excel at providing nurturing. They are helping heal the wounds, solver the problems and create nurturing caretaking jobs for the poor around the world. This is a step in the right direction.

How is your theory and work regarded by other psychologists and practitioners?

Over the years many people have collaborated with me and used my work. Generally speaking those who work with me see me as the person in the field who is setting the direction and providing the ideas for best practices.

Don Williams who is a Jungian Analyst in Boulder, Colorado who set up the **jungpage.org** web site for Dr Carl Jung's work invited me to submit articles to his site and as well to teach global workshops which he held on the site on the physiological foundations of Jung's model and the physiological foundations of Falsifying Type. Don told me repeatedly that I was one of the best teachers he had ever had on the site – with an openness and grace welcoming and encouraging others. Don refers to my work as "an extending Dr Carl Jung's work."

In the past few years, I have also taught as a guest faculty at The Jung Institute outside of Zurich Switzerland on the same topic. The course was very well received.

Dr Arlene Taylor, a nurse-psychologist in California, who has been using my work in her private practice and public workshops around the world, has been collaborating with me for more than 15 years. Initially she was going to develop her own model because other assessment tools and models were generally inaccurate. After about 3 years she decided to just use my model and my assessment as it was doing everything she wanted and was accurate.

Also in the past few years, in Latin American, the HR professionals in Proctor and Gamble have been working with me for 6 years. They now have a 14-person team of HR professionals trained to use my work in all of P&G Latin America. Their interest in linking my work to two of their corporate missions: effectiveness and wellness. To link it to effectiveness, they use my tools including the BTSA to give the people who attend the Seven Habits of Highly Effective People Workshops the BTSA first to provide them with excellent self-knowledge. The Wellness focus is being headed by an HR coach who is herself a physician in Colombia.

In Deloitte and Touche in 2001 in Latin America, their consultants found that my work set the benchmark for best practices in HR.

About 10 years ago Barbara Barron-Tieger, author of Do What You Are and Nurture by Nature, contacted me and interviewed me on my model and on my research. She concluded that my work was excellent and strongly recommended it to people she spoke to and at the time included her recommendations to use my work and the BTSA in resources section at the back of her books and on her web site.

As well for several years in the 1990s I was on the Faculty of the American Academy of Medical Directors, teaching about typology and its relationship to management.

As well IHRDC, a global HR company based in Boston has used me off and on to teach the Thinking Styles / Typology part of their week-long seminar for global petroleum managers who attend their week-long annual course.

The two Ph.D. psychologists, Larry Palk and Wim Myburgh, in their 60's each with decades of experience in South Africa who are introducing my work to South Africa see my work as truly benchmarking for practical therapy and counselling as well as career planning.

A physician in Los Angeles who heads a clinic in LA, California, USA for patients with Frontal Lobe dementia. He was working with hundreds of Frontal Lobe dementia patients and had contacted me to tell me he thinks

that my work about Falsifying Type and the costs of falsifying type to the person explains a great deal of dementia that has not been understood.

What have been some of the major influences in your life that inspired you to work in this field?

My maternal grandmother, Bel Rey, an extraverted intuitive (extraverted Frontal Right in Benziger Model), who travelled from the USA to Switzerland in 1932-1933 to work with and study with Dr Carl Gustav Jung for a year. She did not have a college education, but was a bright, literate, and determined woman who wanted to learn more about Dr Jung's work. A close woman friend of hers was a Jungian analyst and had introduced her to his work in symbolism, typology and dream analysis. Bel, for whom I was named, brought the work of Jung into our family, and raised me with a deep awareness of type – both the 4 functions and the critical features of introversion extraversion.

My father, James Benziger, an introverted intuitive (introverted Frontal Right in Benziger Model), who loved me and taught me how to be in the world as in introverted intuitive. Dad introduced me to Nature and its uplifting and healing effects. He also brought me to a small town in 1950 in which Buckminster Fuller was also living and working as the head of the university's Design Department. Through Dad and several of Bucky's other faculty in the Design Department I was able to watch over more than two decades as these introverted intuitives Falsified Type in order to do their jobs at the university. I watched as they were diagnosed as manic depressives and as well watched as they tried to survive the effects of lithium on their minds. In the end I also watch what happened for some of them who retired early and got off lithium and just lived lives which were free and filled with living true to type for each of them - watching them regain their wellness without medication - or not be able to regain their wellness because their brain was already too damaged. These men were role models for me in how to think and work as an introverted intuitive and as well real people who got my heart and attention and caused me to

pick up Jung's book again to find how what he thought happened when one falsified type. Indeed when I looked I found that all the damage — mental and physical I was observing in them was observed by Dr Jung. So by the age of 21 I was well informed and directed to try to help people who were suffering the same profound mental and physical damage from falsifying type. I was ready to understand type deeply at a neuro-physiological level so that I could understand its costs.

My paternal grandmother Margaret Brown, another extraverted Intuitive (extraverted Frontal Right in the Benziger model). Margaret, known to others in the world as the "Unsinkable Molly Brown" of the Titanic - was a woman who modelled the adage: being a change maker. She was raised in a poor Irish family of recent immigrants to the USA. She was taught by her father who had volunteered before the Civil War on the Underground railroad to help escaped slaves, to help others. She did just that. As a young woman she worked hard and knew how to work. But when her husband became rich as an engineer in Colorado in Silver mine, she moved to Denver, where she began to organize for workers. She introduced change into her own life and that of her family by traveling around the world, including to India, Egypt, living in Paris and studying at the Sorbonne for a few years with her college age daughter, working in the United States for women's suffrage for more than two decades, and at the same time to improve the quality of the lives of women and children and the workers in the mines. When in the middle of this period of time she happened to be on the Titanic when it sank, she not only helped rescue others, she also helped organize those who had been saved so that those who were strong and healthy (generally the rich women who had been clothed) to use the table linen to make clothing for the poor women who had survived but had no clothing.

Bucky Fuller and Leo Jakobsen both architects Introverted Intuitives (again introverted Frontal Rights) both taught me as an adolescent and college student to think very, very big picture and to know that I had the

power to look at things, see the big picture of what was happening and change what was happening. Change lives for others. So when I found myself turning back to Dr Jung's work, having a sense of confidence that I could do this. I could help the world "see and get" that the 400-year cycle of industrial development had pushed to communities and nations to develop and educate most people in the Basal Left (sensation function). I saw it was needed and did it. Bucky had been a mentor as a child and told me that anytime anyone told me things could not be fixed I should know with confidence that they could be fixed. That as Bucky said, "it is just a matter of distribution". And that is really all it is. And people of Good Will.

Based on your research and clinical results, how do you evaluate the theory and work of Carl Jung?

Again, my own work is based on Dr Jung's. My grandmother studied with Dr Carl Jung for a year and I was raised in a family of Jungians. I noticed when I was very young that my father was falsifying type from Intuition to Thinking and was becoming a manic depressive. I found that other design faculty who worked with Buckminster Fuller were also suffering from the same manic depression. All seemed to be natural Intuitives who were falsifying type. When reading Jung's original work, Psychological Types I discovered that he himself had discovered that people became ill and neurotic when they falsified type. So "how to I evaluate the work of Carl Jung? I would say he identified and pointed out to all of us 80 years ago the problem we are facing that is adding so much unexplained "stress" and "depression" and "anxiety" to people's lives – destroying their peace of mind. This is the time when we no longer all need to do the BL work so now in the 21st Century, we can really do what Carl Jung taught us to do embrace and leverage our natural preference. It allows us all to find and experience dependably that optimal, peak human experience, flow.

How can we improve our physical and mental health and discover our area of the brain that is superior in its efficiency?

The best way to do this is to read Thriving in Mind, take the eBTSA and then have 1-2 hour coaching session with the KBA Licensee who does your eBTSA. This will be made much easier very soon as we will be inaugurating an online version of the eBTSA in about 2 months when we make the changes to the site I have told you about. That will allow everyone (including Mac users who have not been able to take it as it was on PC based software) with internet access to take it in English or Spanish. Helping people improve their own physical and mental health is what the BTSA was designed to do - help people discover and manage their habits of falsifying type so they can embrace their true natural preference and enjoy the experience of flow which comes when we use it every day. The BTSA Feedback (generally 22-26 pages in length) will help you do this. Reading and internalizing Thriving in Mind (the book that was written at the request of one of my CEO clients so that I could give his employees what he called "a leave behind" they could use when they had time and or were ready to learn) will help you further learn how to specifically leverage your natural preference (natural lead function) and manage your natural weaknesses (the other three functions). Giving yourself the support of a coach who is an expert in the eBTSA will help even more. This is the package we recommend for everyone. And, if you are a person who really likes to do "workbooks" and "application exercises" you can benefit even more by buying and working through "Thriving in Mind: The Workbook" which has lots of application exercises for each of the 11 chapters in the book.

What are your thoughts on leadership and women's aspirations of leadership amidst the societal and organizational barriers that prevail?

I believe strongly that women and minorities of all kinds (black, Hispanic, native peoples) will have more power, more impact. Many nations already have or have had a woman at the top. This will happen more. In the USA

we are very fortunate to have Barack O'bama as a talented and gifted US citizen and conscious, committed global citizen who is running for US President. Our most recent election in the USA, Nancy Pelosi won the position of Speaker of the House which makes her the 3rd most powerful woman in the USA. Also working with my clients and licensees in Latin America and Africa I have been working to help these cultures feel they can be themselves and bring their gifts to the table.

The world is run by extraverted Thinkers (Frontal Lefts) supported by with armies of workers trained in the Sensation Function (Basal Lefts). These cultures value the Feeling Function much more than the "global" business culture they want to join. My message to them is that they can come to the table and bring with them the gifts offered by the Feeling Function (Basal Right). Other signals are also stronger that the problems generated by global climate change have forced the world to honour and incorporate the contributions of the Intuitives (Frontal Rights – who saw and described the big picture and patterns. With the success and recognition of Al Gore's movie "Inconvenient Truth" and of Prince Charles for this contributions to "green sustainable developments" the door is open and being held open.

When the Titanic sank people stopped building ships that big. It was the end of an era. It was the end of a time in the world when traveling by ship was the best, more efficient way to travel. Travel shifted and people began to fly more rather than take ships. This is what is happening now today. We are at the end of an era when the traditional patriarchal corporation driven and fuelled by a focus on inefficient development and use of fossil fuels is no longer the best way to do things. These ways of organizing are sinking and breaking down. They will be replaced by new sustainable ways of living and organizing. And in the mix, there will be quite naturally women who are gifted at working and talking together as a woman's hormones (mostly estrogen driven) regardless of her natural lead function drive her to talk it through and collabourate – while the a man's hormones

(mostly testosterone driven) regardless of his natural lead function drive him to compete. So, there will be more doors open for women and more women rising to help and lead others as my great grandmother Margaret Brown did.

03 Alan Berkowitz

Dr Alan Berkowitz is an independent consultant who helps colleges, universities, public health agencies and communities design programs that address health and social justice issues. His expert opinion is frequently sought after by the federal government and professional organizations, and he is well-known for scholarship and innovative programs which address issues of substance abuse, sexual assault, gender, and diversity. He is the Editor and founder of The Report on Social Norms.

Dr Berkowitz has over twenty years of experience in higher education as a trainer, psychologist, faculty member, and Counseling Center Director. At Hobart and William Smith Colleges he developed one of the first rape prevention program for men, was co-director of the college's highly regarded Men and Masculinity Program and chaired the Prejudice Reduction Task Force. More recently, he has been a central figure in the development of Social Norms Theory and is a leader in research and implementation of the model. His lecture and workshop topics include: changing campus culture, effective drug and sexual assault prevention strategies, reducing prejudice on campus, racial identity theory, multicultural issues in the classroom, alcohol and sexual assault, men's responsibility for preventing sexual assault, developing alliances across differences, and understanding today's students. His workshops are designed to increase the personal and professional effectiveness of faculty, staff, student leaders, athletes and coaches, health professionals, and community members.

Dr Berkowitz received the Ph.D. in Psychology from Cornell University in 1981 and is a New York State licensed Psychologist. He has received awards from a number of national organizations, including the "Outstanding Service Award" from the Network of Colleges and Universities Committed to the Elimination of Alcohol and Drug Abuse (for his significant lifetime contribution to the field of alcohol and drug prevention) and the Miguel Garcia-Tunon Memorial Award for Human Dignity from the American College Health Association (which is given to an individual whose life, writing, research, or way of living has promoted the cause of human dignity and the appreciation of human differences.) In addition, he is a Fellow of the American College Health Association and has been recognized by the American College Personnel Association for his "Outstanding Contributions to Men's Issues and for "Outstanding Alcohol prevention and Education Initiatives."

Alan Berkowitz lives in Trumansburg, NY and is the father of a teenage daughter.

Interview with Dr Alan Berkowitz

Thank you for agreeing to this interview.

I am honoured that you asked me to be interviewed by the Centre, and I am happy to contribute whatever I can to your important work. One of the best ways that men can demonstrate leadership is by supporting the leadership of women, so thank you for giving me a chance to do this.

Can we start by hearing a bit about how you got involved in this work and why you choose to work in the area of preventing violence against women?

Social justice work has always been one of my passions. I grew up in a community where I was able to witness injustice and the unconscious racism of my neighbours and this made me want to do something to make a difference. I was also inspired by the Civil Rights movement and the political changes taking place in the United States in the 1960's. In the 1980's in my first job working in higher education I noticed that as a result of the feminist and women's movements there was a lot of attention being paid to the emotional needs and political consciousness of women, but almost no attention to the needs of men. Young men were confused, feeling on the defensive, and without an understanding of themselves as men and how they needed to change. As a result a colleague and I founded a program at Hobart College called "Men and Masculinity" that offered workshops and trainings for men about gender issues. One of the offshoots of this program was my work with men to prevent violence against women. This has been a critical element of my professional identity ever since.

I understand that one of your favourite sayings is: "You can't be part of the solution until you understand how you are part of the problem."

Yes, it is. I have always felt that we have a responsibility to be active in creating the type of world we want to live in. This saying is actually a variation of one that was popular in the United States in the 1960's: "you're either part of the solution or part of the problem." I love the revised

version of this quote for two reasons. First, it makes it clear that we have to change ourselves in order to create change in the world and that there will always be something in us that is "part of the problem." For example, as a man committed to ending sexism and violence against women I have had to learn about my unconscious sexism and male privilege, a process that is ongoing. Second, the revised version of the quote substitutes "both/and" thinking for "either/or" thinking. Either/or thinking is responsible for many of our current problems and polarized discussions. The solutions that we need for many of the world's problems are "both/and" solutions. Unfortunately, the leadership of my own country is currently one of the worst offenders in fostering "either/or" thinking.

In your consulting work, in which ways do you find that people are part of the problem?

Well, this can take many forms. As I said, as men we need to begin to see our own sexism, with the help of women who are willing to be our allies and use our privilege against itself. This is true for other oppressions as well – for instance, racism, hetero-sexism, classism, etc. Actually, most of what I will say here about men's role in ending violence against women will be true for other issues as well – whites ending racism, Christians ending anti-Semitism, etc. Often people are naive in how they approach a problem and think that they know the answer without having done their homework and without being accountable to the groups they are trying to help.

In my work on social norms theory we have found that many leaders hold misperceptions that contribute to the problem. For example, young people may think that their peers drink alcohol and have more sex than they really do, which causes pressure to engage in these behaviours. Yet the leaders who are trying to solve these problems are often guilty of believing and spreading the same misinformation about young people that contributes to the problem to begin with.

To what do you attribute a shift in the field of sexual assault prevention to address the role of men in ending violence against women? When did this shift occur?

This shift has been taking place gradually over a period of years and is now gaining momentum and critical mass. Ending violence against women has always been seen as the province of women: first because all the original leaders on these issues were women; second, because women were sceptical about men's involvement, and third; because men did not step up to the plate to be part of the work. But seeing violence prevention as only the responsibility of women is an example of thinking that perpetuates the problem. Many women advocates and leaders have come to the understanding that it is important to have male partners in the work who can speak with and understand men. At the same time, men have become more aware of violence against women because of the many courageous survivors who have chosen to not be silent. So there is a growing awareness that men have a role to play in this issue, but that it must be alongside of and as accountable to women.

In many of your writings you have argued that men underestimate the extent to which other men are uncomfortable with sexist behaviour towards women? What problem does this pose for men and why do you advocate strategies to reduce this discomfort amongst men?

In my own personal experience there have been many times when I was uncomfortable with oppressive behaviour and was silent because I thought that it did not bother others. One of the beautiful things that can happen in an all-male workshop with honest dialogue is that men will come "out of the closet" and express their discomfort with some men's behaviour. This experience led me to design survey questions that ask men how uncomfortable they are with certain situations, and how uncomfortable they think that their male peers are with the same situations. We almost always find that men are uncomfortable but think that their peers are not. Many others have replicated this research and it has been extended to other issues such as racism and homophobia.

What is the Social Norms Theory and why do you believe that social norms interventions focusing on peer influences, have a greater impact on individual behaviour than biological, personality, familial, religious, cultural and other influences?

The example I just gave of men thinking that other men are not uncomfortable is an example of social norms theory. Social norms theory says that we often misperceive what others think and do. For example, people tend to overestimate unhealthy behaviours and underestimate healthy behaviours in groups that they belong to. These misperceptions then have an effect on what people do. In one study that I conducted with colleagues we found that men underestimated other men's willingness to intervene to prevent sexual assault and that the single biggest predictor of men's willingness to intervene was whether they thought other men would intervene. This finding reveals the reason why men's programming is effective – because the biggest influence on men is other men. This is due to sexism and men's not taking women seriously. The idea is to use this reality against itself in order to change it.

One of the reasons why correcting misperceptions is effective is because they are easier to change than the other influences you mention – personality, family, etc.

How do you use the Social Norms Approach to assist men develop into women's social justice allies in ending violence? What has been the level of success of this approach?

In the United States the social norms approach has been very effective in addressing alcohol use, cigarette use, driving while intoxicated, and driving without seatbelts. It has been used in Canada and the Great Britain. For those who are interested there is a summary of the social norms literature on my website, www.alanberkowitz.com. This approach is also being used to address violence against women and there are indications that it can be effective. Most of this research is still in the formative stage but I feel that it is promising.

The idea behind the social norms approach is that misperceptions influence how we act. For example, if I would like to act differently as a man my willingness to do so may be influenced by how I think other men will react. Information that other men actually feel the way that I do will give me permission to try new behaviours. The social norms approach offers a methodology for providing information about true norms – in this case, what men actually feel – in the form of group discussions or social marketing media.

By the way, there is an interesting way of looking at male socialization from a social norms' perspective. It turns out that most men are uncomfortable with many of the ways that we have been taught to be men, but we think that we are alone in our discomfort. For example, a man might think that it is ok for a man to express sadness, but he will refrain from doing so if he incorrectly thinks that other men don't agree. So telling men the truth about what men feel gives us permission to act differently than we have been taught to act as men.

What types of programmes do you offer that focus on men's role in preventing violence against women and what is their structure? Do you run programmes for men who perpetrate domestic violence?

Most of my work is as a consultant helping others develop effective programs on health and social justice issues. This can take the form of designing effective rape prevention workshops for men or helping in the design and implementation of media campaigns that provide men with accurate information about what other men do. Because most of my work is in the area of prevention I don't usually work with perpetrators.

Do men voluntarily join your programs when promoted or are they recommended to join by a third party working with them?

One of the dilemmas in working with men is that most of us don't begin by seeing ourselves doing this work. So we need to be invited in. This can take place by being nominated by a man we respect, by learning about violence against women from women we care about, or by attending a required workshop that opens our eyes to the problem. Many men want to do the right thing and will be receptive to helping if they are recruited as allies and approached with respect rather than guilt and/or blame.

In terms of the programme focus, which focus have you found most beneficial for participants: building empathy towards victims, the development of personal skills, learning to intervene in other men's behaviour, re-socialization of male culture and behaviour?

Well, you just gave a great list of the different approaches to working with men! They are all effective in different ways, but some ask men to change more than others. For example, it is important that men have empathy for victims and understand the trauma of victimization, but this approach can leave men in the role of wanting to help women without changing ourselves. Similarly, we all need to have the personal skills to ensure that sexual intimacy with a man or woman is consenting, so this is essential, but having these skills only prevents someone from being a perpetrator, it doesn't help them to change others. So teaching men to intervene against the problematic behaviour of other men is critical to social change and it is essential because men care so much about what other men think. Finally, since part of the problem is with how men are socialized to be men, any programme examining gender socialization is valuable.

These approaches can be ranked according to how deeply they take men into the process of understanding ourselves "as part of the problem" and how they help us make the necessary changes.

How have you worked with the media to change the larger environment?

The social norms approach was originally developed using media as a way of announcing the true norm. In many countries including Australia there are creative uses of media to educate men about their role in preventing violence against women: for example, the "Violence Against Women – It's Against All the Rules" and the "Violence Against Women – Australia Says No" campaigns.. When this media includes statistics about what men actually feel and/or do then it is considered "social norms marketing"

media. These statistics let men know that other men like them care about these issues and will support them in taking action.

In the all-male rape prevention programs that you have conducted, do you find that such programs are more effective when conducted in separate gender groups than in co-educational formats? Why?

Most of the research addressing this subject has been conducted in the United States with college students. The findings are clear – both men and women benefit more in separate gender groups. This is because men and women start out with different levels of awareness of the issue, have different learning goals, and are more comfortable discussing the issue with their same-gender peers. This has also been my experience conducting many all-male workshops. There is also value in coeducational workshops, and these can help foster dialogue and present each gender with the other's perspective. But my personal experience and the accumulated research suggest that it is better when possible to start this work in separate gender groups. This is parallel to the experience of the women's movement, which began with all-female consciousness raising groups.

How do you get University students to understand and observe the Guidelines you advocate for consent in intimate relationships and in particular that they are free to choose not only at the initial point for sexual intimacy but also at ensuing points of interaction?

I have found that the best way to get young people to understand how to ensure consent is to present them with ambiguous scenario's in which it is not clear if consent is present. We then discuss these scenario's and the men present have vigorous discussions presenting their points of view about the presence or absence of consent. When men see that there are a variety of opinions among other men it gets them thinking and reexamining their own assumptions. For those who are interested, there is an article on my website that outlines these consent guidelines.

With researchers who study the male gender role finding that masculinity is often defined in opposition to femininity -which is devalued or seen as less desirable- are you satisfied with the approaches of the American education system to socialize boys to value the female sex and their own feminine qualities?

This is one of those "both/and" discussions. I believe that as part of our human inheritance we have both "female" and "male" qualities within each of us. Our full emotional and spiritual development as human beings requires that we develop both of these and find a balance between them that works, which will be different for each person. Because men have been taught to de-value and neglect our feminine side, it is important that we learn to accept it and express it. As we value the feminine inside of ourselves we will also learn to respect the feminine outside of us, and viceversa. Even as I say this I can feel a certain discomfort within myself in talking about my feminine side. This is because men's socialization to devalue the feminine is so deep that it feels awkward to me as a man to talk about my femininity. This is another good example of a situation where either/or thinking (male or female) needs to be replaced with both/and thinking (male and female).

What are some of the frustrations and highlights of working in this field?

The highlight is that I am a better human being as a result of this work. We often tell men that they need to care about violence against women because it hurts the women we care about. This is true but what we often forget to say is that it hurts us as well. When a women walks across the street because she is afraid of me she is making a good decision, but I feel bad being seen as dangerous. Violence against women therefore hurts me directly and not only indirectly. All of us want to be effective and make a difference. One of my great blessings is that I have been given the opportunity to make a difference by helping men take responsibility for ending violence against women. Another highlight is the tremendous progress we have made in figuring out how to involve and engage men.

We have very far to go but we can still appreciate where we have come from. The frustration, of course, is that there is so much to do and the problem is immense. It is a great spiritual challenge to maintain optimism and faith in the face of so much injustice. My spiritual mentors have taught me that it is possible to remain positive, effective, and joyful in the face of overwhelming challenges. It feels right to end this interview by acknowledging their great influence in my life.

04 Steve Biddulph

Author and Psychologist; Founder of the SIEVX Memorial Project

SIEVX is the acronym for 'Suspected Illegal Entry Vessel X' (the X stands for 'unknown').

On 18 October 2001, a fishing boat equipped to carry a hundred people, set sail from Lampong in Indonesia, watched over by armed police. The boat was 19 metres long. On board were crammed over 400 refugees – the great majority of them mothers and voung children, from Iraq and Afghanistan. In some cases their husbands or fathers were already in Australia in detention and unable to re-join them. These women and children had little choice but to board the vessel, they could not stay where they were. and they could not go back where they came from. They were told that the vessel would take them to a larger ship out over the horizon. policemen with guns made sure that everyone got on board, and a police vessel "escorted" the heavily laden boat as it left the harbour. The SIEVX, as the boat came to be called, after a hellish night of sailing in terrible weather, foundered and sank in international waters, with the deaths of 156 children, 152 women, and 65 men. There were 42 survivors, including 27year-old mother Sondos Ismael, whose three daughters aged 6, 4 and 2 were drowned, and who was not permitted by Australian authorities to join her husband in Australia until seven months later. Sondos and seven others are now on temporary visas in Australia

Survivors interviewed by UN staff in Indonesia told of seeing vessels in the middle of the night, which shone powerful spotlights on them, but then sailed away. The survivors were picked up after 22 hours in the water, during which many more had drowned, by fishing boats. Only four children survived, one a boy whose father managed to keep him afloat. In reply to questions in Parliament by Senator Bob Brown, it was found that Australian Federal Police have a full list of names of those who died but are unwilling at this stage to release it.

The SIEVX National Memorial Project was begun by Steve Biddulph, author and psychologist, and Rod Horsfield, minister at Pilgrim Uniting Church Launceston. It is supported by several organisations working jointly - including Rural Australians for Refugees, and the Uniting Church in Australia. Steve told an SBS interview "The political, and the justice aspects of this, are important, but that is not our job. What we are doing with this memorial, is saying - these lives mattered. And every Australian should know about these terrible events. We need to make sure nothing like it ever happens again."

Interview with Steve Biddulph

How did you come to be involved with the SIEVX Project?

As a child my parents used to tell me about the war, and how the Germans were not bad people but their government, the Nazis, had made them do bad things. Even at six or seven, being a worrying kind of child, I used to worry - what if our government did bad things? What could we do? Many of your readers will know I have been writing about and caring about parents and young children for thirty years. My books are in a million homes in Australia and I talk to parents all over the world.

The refugee crisis, with young desperate families being locked away in very harsh conditions caused me huge disquiet, as a psychologist I had access to reports on the abuse and mistreatment of families in detention that made me ashamed to be Australian. For the next three years, 2001 - 2004 I dedicated all funds from my worldwide lecturing to helping campaign for more compassionate treatment, and materially helping improve things for refugee families here and overseas. Because the SIEVX sinking was the worst point in this dark time, I felt as an Australian I wanted to do something to remember these people, their courage and their sacrifice, and founded the memorial project with friends in the Uniting Church, and Rural Australians for Refugees.

What is the SIEVX Story about?

The SIEVX sinking was the biggest maritime disaster in our region since World War Two. 353 lives were lost, 288 of them were women and children. A group of Australians have worked for three years towards building a memorial to the SIEVX families, on the lakeshore in Canberra. Our goal is to say - these lives mattered. Had this been a Qantas airliner, flying from Los Angeles and crashing a hundred miles off Sydney, think of the grief, investigations and efforts made to honour and remember. So why not for the victims of SIEVX?

What has been done so far?

In 2003 a group formed from Uniting Church and Rural Australians for Refugees members. In 2004 we wrote to every secondary school in Australia. Around 200 schools enrolled in the project, and we sent educational materials including the video documentary Untold Tragedy, which we had made to tell the story of the voyage. Art classes around Australia worked on designs for a lakeside memorial, and we received hundreds of beautiful and original designs. This collection has been exhibited in Sydney, Melbourne and now Canberra. Survivors of the voyage, and bereaved families have responded warmly to the exhibits. A design that especially caught the eye of the public, by a Brisbane boy Mitchell Donaldson, uses poles outlining the shape and size of the vessel. This design has been adapted to suit the lakeside site.

Will the Memorial be allowed to be built?

This is the question everyone asks us. We can see no possible objection to this being built. Designers and landscape and planning experts have helped us from the inception, and we have been in dialogue with ACT authorities for two years. The biggest obstacle is the guideline that memorials be for events that have taken place more than ten years ago. A Spanish Civil War memorial has only just been completed! We feel that in this case, there is a different kind of significance. People normally build memorials to something they want to remember. This is something though that most of Australia either does not know about or would rather forget. The memorial is a positive, healing symbol that faces our dark side as a nation, our tendency to retreat into greed and fear, and the terrible consequences of this. It is needed now to reaffirm our better values. Facing SIEVX and our role in it can help us to grow up as a nation.

Why are you advocating that Australians should be interested in the SIEVX Project?

The SIEVX refugees were vulnerable people, who were knocking at our door for help. In many cases, the husbands of these families had come on ahead, to make sure it was safe. To their shock it was not, they were put into detention centres, in very harsh conditions, then put on temporary visas which prevented their re-uniting with their families. We did not think about how their families would survive without support in Indonesia, sometimes waiting for years.

The SIEVX was overloaded far beyond its capacity to sail safely. Families were prevented from leaving at gunpoint when they became frightened. Armed police watched it embark. There are huge unanswered questions about the SIEVX. We profoundly hope that Australia did not contribute in other ways to causing these events.

We cannot bring back these precious lives. We can only show our remorse that it happened, and our resolve that by telling the story we can re-unite Australia in a wish to do better.

What are your plans for the Memorial?

The memorial will consist of a procession of painted poles, snaking across the landscape from the water's edge. Each pole will represent a person who died. A few metres from the shore, the line of poles will divide to form the shape of the actual vessel, and its exact size - 19.5 metres long. Each pole will be decorated by a community, a school art class, an individual student, or a well-known Australian artist. The poles will be brought to Canberra and assembled for the fifth anniversary event in 2006. We will continue to work with planning authorities to have the memorial made permanent. Visiting schools, tourists, and Australians will one day be able to see its haunting shape, experience the sheer number of lost lives, and stand in the outline of the tiny 19 metre vessel. The SIEVX - and our response to it - will find its place in Australia's

collective memory, and we may feel a little more proud of our country again.

How can Australians help you with your Project?

People can buy a copy of the video *Untold Tragedy*. This short video sums up the events of the SIEVX voyage, through the life story of one of its passengers, and is an ideal tool to show why people were on the boat, the horrific events including the warships that watched the people drown, and some of the unanswered questions. The video only costs \$15 posted, and all proceeds go directly to the survivors in Australia, all seven of whom are still struggling to make a life and need urgent help. Send \$15 made out to Families of SIEVX to PO Box 62, Evandale TAS 7212.

You can also join our mailing list and if you would like to be involved in Making the Memorial, helping to paint or decorate the 353 elements that will remember each individual person who died, let us know at info@sievxmemorial.com

Other SIEVX Links:

http://sievx.com/chronology/

The site is proudly independent, not connected with any political party, organisation or other individual. While many people are active on the issues, both independently and within political parties, and some of their writing is archived here, no-one speaks for or represents SIEVX.com except its owner, Marg Hutton

http://www.tonykevin.com

A Certain Maritime Incident, book on the SIEVX story by Tony Kevin

Tony Kevin was the Australian ambassador to Cambodia. He was the first person to publicly ask questions about Australia's role in the tragedy, and presented damning evidence to the Senate Enquiry into the Children Overboard affair when it briefly focussed on SIEVX. Now he dedicates himself full time to investigating and seeking justice for those who died.

His book, *A Certain Maritime Incident* was the winner of the 2005 NSW Premier's Literary Awards, Community Relations Commission for a Multicultural NSW Award; Short-listed for the 2005 Age Book of the Year non-fiction award

www.sievxmemorial.com www.sievx.com

05 Susan Boucher

Susan Boucher is Joint Projects Manager of the MindMatters Program. Her role is to ensure that the program delivers quality professional development to Australia's secondary schools and that the team of professional officers working at both the national and state level have sufficient resources and innovative strategies for them to have an impact.

MindMatters is a program to support Australian secondary schools in promoting and protecting the mental health of members of school communities. 68% of secondary schools and in excess of 30,000 school based personnel have been involved in the training. MindMatters uses a whole school approach to mental health promotion and suicide prevention.

The program aims to enhance the development of school environments where young people feel safe, valued, engaged and purposeful. Social and emotional wellbeing have been linked to young people's schooling outcomes, their social development, their capacity to contribute to the workforce and the community and to reducing the rate of youth suicide.

The MindMatters program is being conducted by the Australian Principals Associations Professional Development Council and is funded by the Commonwealth Department of Health and Ageing.

Interview with Susan Boucher

What were the key findings of the 1996 audit of Mental Health Education in Australian Secondary Schools?

The key findings for 1996 were that teachers needed more resources in the area of health and well being and that they felt uncomfortable addressing the issues.

Since then resources available have grown although space within the curriculum has not and that teachers still feel varying levels of concern. Through MindMatters we are clear that a teacher's role is to teach well and to refer on students who are concerning them in some way.

Is the MindMatters Program aiming to address specific mental health problems besides suicide amongst youth? Or does the Program allow for whatever problems are identified in student and staff bodies to be dealt with?

MindMatters is actually about emphasising the positive messages of looking at resilience, connection and helpseeking for all students - it is a universal program. Specific health problems are discussed as an information unit within MindMatters to raise the level of health literacy for students and teachers. Actual problems are dealt with through referral procedures in the school to specialists. There are other specific programs that deal with depression, anxiety in a more individualised and targeted way. MM is able to be used in conjunction with these programs within a school - this is what the MM plus demonstration program is about.

Does MindMatters provide the solution to the problem or is the school and wider community encouraged to develop the solution to the identified problems?

MM is an educational resource that can be used by all schools - however schools naturally need to adapt any resource to their location and population and the materials of course will need to have the professional judgement of the teacher as part of how they are delivered. No resource however detailed provides the solution without adaption and without consultation with the local community. MindMatters uses the health promoting schools model or metaphor of how schools operate - through the ethos of the school, the teaching and learning - both the how and what -and the community partnerships. Working with the community is the most rewarding and the hardest aspect for schools - time and knowing the networks are the major problems. Any solution or work towards resolving issues - needs to have a multilevel approach with a wide range of groups.

What is the procedure for MindMatters to be introduced in a School and how does this procedure evolve? Are schools approached to undertake the Program and do they need to meet certain criteria for involvement in the Program?

Schools usually send up to four people - some schools have sent numbers like 23 and 17 staff members to two-day workshops that we have operated for 3 1/2 years. Schools then establish a core group and start to build the number of staff trained or run whole school trainings and school audits within their own school. It takes time for schools to commit resources and to develop a multilevel whole school approach. Schools undertake this on a voluntary basis - the training and the trainer is free as is one resource kit to every school. Schools have to make the decision though to commit staff time to the initial training and to the subsequent development. Schools do not have to meet a criteria to attend training - merely show interest - most schools and individuals though have thought about the concepts involved in the training in some way.

How many schools have undertaken the Program? Do you have an ongoing relationship with the participants of the Program once it has been implemented?

Over 1800 schools have sent staff to a training and we know from our independent evaluation that upwards of 70% initiate curriculum when they return. It takes longer for the longer term and whole school changes to be developed. Schools may elect to simply have the training and undertake work themselves or to have an ongoing relationship - we have state-based officers in each state to provide the ongoing contact in clusters or as individual schools should schools want this.

How successful has the Program been in Schools and what have been some of the problems?

Schools have certainly voted in favour by sending with their staff for the two-day program literally after word of mouth got around that the training and the resource was excellent. Schools like the educational and health promotion ideas - often these link well with existing state-based

work. Schools and the evaluation tell us that it is useful but that like all things staff changeover, other demands and the pressure of outcomes means that this sort of development can exhaust schools - they have to think through how they undertake it very carefully. Often the key is working with the staff health and well being and we are currently undertaking the development of a new resource aimed specifically at the staff

What are the future objectives for the Program?

The future for MM is to incorporate further work with the staff, perhaps working with parents and families - MindMatters staff also wrote the draft Families Matter package currently being trialled and to apply the learnings from our demonstration school initiative on young people with high needs. (MindMatters Plus).

Given that the World Health Organisation has estimated that depression alone will constitute one of the greatest health problems worldwide by 2020, is there any comparative program that is in place for adults in the wider community, for example in workplaces?

There are a range of workplace well being programs that have been around since early 1990's - mostly though good occupational health and safety programs address some of these issues to some extent. Some other programs in the field have an adult component but mainly as an adjunct to the student health and well being. Professional programs are available for individuals and groups.

How did you come to be involved with the Program and what does your role involve as MindMatters' Project Manager? What leadership qualities and vision do you consider yourself using in your role?

I came to be involved with the program through my work with the Australian Principals Associations Professional Development Council. Quality school leaders are recognized as the key to bringing about successful, sustainable, and strategic change in schools and the Dept of

Health was aware of our work and recognized that we were well placed to undertake the roll out and the professional development.

My role is to ensure that the program delivers quality professional development to Australia's secondary schools. To do that a dedicated team of professional officers work at both the national and state level with clusters of schools, whole school staff and leadership teams. My role is to ensure that there are sufficient resources and innovative strategies for them to have an impact.

I believe that my role as a leader is to support, encourage and drive the project working closely with the national team so they can do their work. It is always important to ensure that individual members have a clear sense of what we are striving to achieve, are able to contribute to the direction we take, see themselves as a member of a team and are acknowledged for the work that they do. I believe that a sense of humour, a focus on health and wellbeing and a level of empathy are keys to this.

What interests you most about the Program?

Bringing health and education systems together – it is really important that all of the key groups are involved and that they understand the needs of different groups. Developing a shared understanding of the range of needs both at system and school level as well as pooling resources has been a significant outcome.

Are there any changes you would like to make to the Program?

Not changes so much as additions. I would love to extend it into primary schools – currently the program is only for secondary schools, but many primary schools are keen to be involved. I would also like the program to be available to a larger group of remote Indigenous communities – that is something we are working on at the moment.

Resource of MindMatters Program at http://cms.curriculum.edu.au/mindmatters//resources/mmbook.htm

Almost 20 per cent of all children and adolescents in Australia are affected by mental health problems, with half of these showing impaired schooling and social development. It is estimated that one in five Australians will experience a mental illness at some stage in their life. This will vary from mild or temporary, to severe and prolonged.

Depression, is the most common mental health problem for young people. Behavioural and mental health problems such as depression, suicidal behaviours, eating disorders and the abuse of alcohol and drugs have increased in young people.

Students with mental health problems are five times more likely to have below-age academic competence when compared with students who do not (42 per cent compared to 13 per cent).

Self-esteem problems and major depression are among the key health concerns identified by young people themselves.

The World Health Organisation has estimated that depression alone will constitute one of the greatest health problems worldwide by the year 2020.

Despite the prevalence of mental health problems, stigma and worrying about what others will think can mean that young people or their families keep their problems a secret and fail to seek help. Schools can play a role in challenging and redefining the stereotypes about mental health and mental illness held by the general community.

What can the school do to enhance the resilience of its students?

Create supportive environments

- actively promote mutual respect and dignity, care and concern, and the acceptance and celebration of diversity within the school community
- implement educational programs to counteract racism, bullying, sexism, homophobia and discriminatory attitudes to people living with mental illnesses

Develop personal skills curriculum

- provide comprehensive life skills and personal development programs (for example, problem-solving, effective communication, enhancing help-seeking behaviour, increasing emotional literacy) at all year levels
- the MindMatters collection includes a range of activities suitable for inclusion in an ongoing Health or Personal Development program, or for use in English, Drama or Study of Society

Address teaching style

- use interactive techniques to enhance participation and connectedness
- maintain a positive class climate promoting a sense of respect and belonging

Enhance pastoral care, welfare and counselling services

- provide a well-resourced pastoral care program
- support and promote welfare services as an integral part of the core business of the school

MindMatters practice

'Next time, I'd start with the curriculum units and work out — teachers like practical stuff.'

- ensure that welfare services are accessible to students
- address structural barriers that could make welfare services inaccessible
- ensure that welfare staff roles are not mixed with disciplinary roles

Strengthen community action

- build links with community organisations, parents, Aboriginal and Torres Strait Islander and ethnic groups, health services, and mental health services in the development of programs
- ensure young people have an awareness of the range of support services available in the community
- advocate for appropriate and accessible services for young people

• determine referral procedures and update complete register of contacts Students at risk of alienation from the school.

A whole school approach to promoting positive school experience is also critical for those students at risk or experiencing alienation from school. An examination of some of the key factors in the experience of alienation can give valuable pointers for school-based action.

MindMatters is influenced by the program described by the World Health Organisation. The triangle describes a whole school approach to mental health promotion.

06 Susie Burrell

Dietitian and Nutrition Coach

Susie Burrell is one of Australia's leading dietitians; her unique training in both nutritional science and psychology helping thousands of adults, children and athletes reach their health and nutrition goals without diets or deprivation.

Susie completed both her dietetics and psychology degrees at Wollongong University; her Honours Project investigating the relationship between childhood obesity and parenting styles. Since graduating, Susie has held the position of specialist Weight Management Dietitian at The Children's Hospital at Westmead (www.chw.edu.au) in which she develops and evaluates programs aimed at managing and preventing child and adolescent obesity.

In her private work Susie specialises in fat loss and sees clients each week in her private rooms at Kogarah in Sydney's south. Susie balances this clinical work with consulting to key food industry groups; groups who have the ability to positively influence the food supply with her primary love, writing for both print and electronic media. Susie currently has a weekly column in The Daily Telegraph's Simply Food lift out as well as columns in Good Health & Medicine, ALPHA and Dolly magazine. Susie is also a regular guest on FRESH television and The Today Show.

In a past life, Susie was a prominent sports dietitian and has consulted to a number of elite sporting teams including the Super 14 winning 2007 South African Blue Bulls, St George Illawarra Dragons and Sydney University Rugby. Susie is currently consulting to the Parramatta Eels to maintain her sports nutrition skills.

Susie offers a range of consulting services to meet the needs of busy professionals and their children. Susie understands that while good quality food nurtures optimally functioning bodies; the vast majority of people need their nutrition and fitness advice to be delivered via a supportive nutrition program that fits each person's lifestyle. Susie draws on coaching psychology models to ensure that health and nutrition changes are self directed and do-able, to ensure each persons health and lifestyle goals are met long term. Nutrition coaching may be done through individual consultations, email or via the phone to ensure each person meets their targets.

Interview with Susie Burrell

How did you come to be involved in the food / dieting industry and in completing a degree in dietetics and psychology?

I clearly remember making the decision that I wanted to be a dietitian - it was just after the 1990 Commonwealth Games and Hayley Lewis had won 5 or 6 gold medals and there was an article about her dietitian in a women's magazine. I thought it would be a great job and planned to study nutrition from that date. So, while the nutrition was always planned the psychology was just by chance. On the day I enrolled at Wollongong University, Professor Heather Yeatman, a respected public health nutritionist reviewed my HSC marks and asked if I wanted to do a double major in psychology. I thought, why not and it turned about to be the best decision of my life.

What have been some of the initiatives you have undertaken to positively influence food producers, the media and regulatory authorities about healthy products for consumers?

Working with food industry is frowned on by some health professionals but I do not see there is any other way to make a significant impact on the nutritional intake of a country. I am extremely careful with the industry groups I associate with and see my role as Weight Management Dietitian at The Children's Hospital as one to really push the agenda of developing better foods nutritionally for kids to ultimately aid in obesity prevention. Projects I have worked on to date include The Healthy Kids Unit at The Powerhouse Museum, calorie controlled, nutrient dense snack foods with Unilever Foods and diet reviews for CHOICE magazine.

What are your observations about the status of obesity in Australia and the challenges to shift mindsets?

Physical inactivity coupled with a rather blasé attitude to health are the common traits seen in overweight and obese families. Early education and obesity prevention are the two areas I feel are not being approached

correctly at present by government organisations. The monopoly held by our two major supermarket chains too makes things difficult in terms of food availability and pricing.

How do you envisage the role of women in influencing change in the food industry?

Women can give amazing insight into food and the family, the habits of kids and the challenges of busy working women which are all factors which need major consideration when reshaping dietary habits long term. The power of these insights from a sales and marking perspective cannot be underestimated.

What are the barriers that women face in your industry?

No doubt it is the daily struggle of balancing the desire to be a partner and mother with the demands that develop when you are aggressively pursuing career goals. It can be done, but requires unbelievable organisation, time management and most of us are still left exhausted at the end of the week and wondering how we are going to keep going!

From your experience of nutrition coaching, what do you see as being the key to enabling individuals to eat well and keep fit in their busy lifestyles?

It may sound harsh but basically it has to be seen as a priority. How can you possible compete in daily life if you do not have a fit and healthy body that you are proud of to do it? Men have no issue in prioritising their needs, but women need to be constantly reminded of the benefits of doing so. There is no secret to maintaining fitness and a healthy body weight. Those who do schedule their training sessions in, promote health and fitness within their family context and make a concerted effort to eat well every single day.

How has coaching elite sporting teams developed your skills and understanding of motivation and self discipline?

For 5 years I have had the amazing opportunity of working with some of the best league and union teams in the country, which has been challenging to say the least but also an amazing opportunity to observe the characteristics of elite level athletes and the brilliant coaches that direct them. Champions, true champions, not the good ones but the great athletes have a number of characteristics that stand out. They are intrinsically motivated, have clear personal goals and coaches who develop these players create a team dynamic which engulfs the players and energises them to achieve far more than they physically would be able to do on their own. This is extremely interesting work despite the challenges that comes from working with lots of testosterone driven men who live their lives within a pack mentality where sport and mates are religion and everything else comes second.

What leadership qualities do you utilize in your work as a nutrition coach?

I am not sure if I would call it leadership, but I think my primary skill is being able to relate to each person that crosses my path professionally on an individual basis. This interpersonal skill then allows the coach or clinician to identify each individual's interests and motivations early in the relationship and build on it. I also think that having a lot of energy and drive automatically motivates those around you which I am blessed with.

What strategies do you use in terms of planning your personal career progression?

Early in my career I utilised a number of coaches myself and still spend a significant amount of time and money on my own personal development which is a crucial thing for clinicians working and counselling individuals to be doing. At the moment I see a chiropractor which does NLP and also a Buddhist Meditation teacher for Mindfulness Meditation Training. I have to say it also helps having a coaching and clinical psychologist as one of my closest friends! I also read an enormous amount of self-development and business books and perhaps the most important thing, which I learnt from real estate guru John McGrath is "surround yourself with people who inspire and motivate you" - I an extremely ruthless with my time and actively seek out those who have similar energy levels and drive as I do. I

also actively avoid energy drainers, which can be tough, but life is too short and too busy to spend time with people who do not energise you.

07 Ngaire Caruso

Western Australian Doctor working in Uganda

Médecins Sans Frontières' volunteers are working in 70 countries around the world to help victims of natural disasters, epidemics, famines and wars.

Ngaire Caruso is a Doctor from Crawley in Western Australia who graduated with a Bachelor of Medicine and Bachelor of Surgery from University of Western Australia in 1997. Currently Dr Caruso is on her third mission with *Médecins Sans Frontières* (MSF) in Lira, northern Uganda.

Below is Dr Caruso's article to ACLW in which she explains in detail the difficult context of working in a war zone trying to assist displaced civilians and former child soldiers.

Report from the Field by Dr Ngaire Caruso

I am currently working for MSF in Northern Uganda for seven months as the Medical Team Leader. It is a fairly managerial and administrative role, rather than a clinical role. I coordinate our medical activities and liase with other actors (such as the Ministry of Health, ECHO, UNICEF, and other NGOs). Other areas of responsibility include providing medical advice and support to the medical team, epidemiological surveillance, managing the drug orders with the logistician, training of National Staff, following our referral patients and National Staff health.

Since 1986 the Lord's Resistance Army (LRA), led by Joseph Kony, has waged a war in Northern Uganda. The LRA attack Ugandan Government forces and civilians. During the conflict, the LRA have abducted more than 20,000 children, forcing them to be child soldiers and for sexual exploitation. The insecure situation has forced over 1.2 million people to move from their villages into Internally Displaced Persons (IDP) camps.

In northern Lira District, about 200 kilometres north of the capital Kampala, it is estimated that up to 80% of the population is currently displaced and living in IDP camps. Living conditions in these camps are

terrible. The tukuls (huts) are packed tightly together. Access to fields for cultivation (and therefore food production) is largely restricted because of the insecurity.

Basic services such as clean water, sanitation and medical services are grossly lacking.

We have a large project here in Lira District and a large team of 13 expatriates (the medical team comprises a team leader (me), three doctors, three nurses, one laboratory technician and one mental health officer. We also have over 400 national staff. We work in seven sites? six IDP camps and a therapeutic feeding centre here in Lira town. 20,000 to 40,000 people live in each camp, so in total we serve a population of around 170,000 people.

In each of the six camps we have a clinic which provides basic health care, and a water and sanitation program. The camp clinics each see around 600 patients per week. Malaria is overwhelmingly the major cause of morbidity. The other main causes of morbidity include diarrhoea, respiratory tract infections, wounds, and skin infections. At the moment we are not testing or treating HIV/AIDS, but clinically suspect the prevalence is quite high. In keeping with the HIV/AIDS prevalence, there is quite a lot of tuberculosis as well.

It's remarkable how many lives can be saved with antimalarial drugs and simple antibiotics? a far cry from the way we practice medicine back home. On the other hand, it's difficult to cope emotionally with the other 5% or so of patients for whom we can do nothing here but could easily be helped if we had more resources.

As well as basic medical care in the camps we do antenatal care, have a supplementary feeding program for moderately malnourished children and are starting family planning. We are working in conjunction with the Ministry of Health to provide immunizations.

The therapeutic feeding centre in Lira town provides feeding and treatment for severely malnourished children. Our occupancy varies from around 150 up to 320 patients. We're also treating malnourished children who have tuberculosis and are planning to expand our tuberculosis program to treating people of all ages in the camps.

Access to clean water is a nightmare for the IDPs? earlier this year a survey found they have access to 1.7 litres/person/day. The internationally recognized minimum standard is 15-20 litres/person/day. Following our water and sanitation program (drilling bore holes, protecting springs and digging wells), access has increased to 5.6 litres/person/day, but there is obviously still a long way to go.

I really enjoy spending time in the camps, rather than in Lira town. When you consider the conditions under which these people are living, it's amazing that the camps are not an oppressive depressing place. Walking around the camps you see old men sitting around playing cards, young men playing soccer, women preparing food or carrying water or washing their children (as usual it is the women doing the work). We are met with friendly smiles and greetings and followed by a hoard of barefooted dirty laughing children chanting "munu, munu" (white person). Some small babies just howl with fear when they see these strange white people, much to the amusement of everyone else.

Certain incidents bring you back to the harsh reality of their life. A few examples from my time here: two women presented to our clinic with multiple scalp lacerations. They were part of a group of seven people who had gone to the fields to collect seeds. They were attacked by seven LRA rebels (most of the rebels in their teenage years). The other five people were killed. These two women only survived by pretending to be dead. Another lady we sent down to Kampala for plastic surgery - the LRA had cut off her lips and her ears.

Young boys, aged 11 to 15, have a weekly session with one of our mental health counsellors. These are children who were abducted by the LRA but have now managed to return to their families. Often they have been forced to kill members of their own family, so face huge difficulties when they return to live with their families. They seem to greatly enjoy the chance to draw pictures on books given by our counsellor? the pictures are full of LRA and UPDF (Ugandan Army) soldiers shooting each other or cutting off limbs. Occasionally there is a soccer player thrown into the mix. They told us of their nightmares, where they find themselves strangling people or cutting off limbs with an axe.

Then there are the people who do not have war injuries but are suffering because of the lack of services here. For example a 14-year-old epileptic girl had a seizure whilst cooking and fell head first into the fire. We are now managing her horrific burns in our clinic. On the other hand it's absolutely wonderful to see the kids in the TFC transform from listless skeletons into chubby energetic kids.

My time here has been busy and challenging, filled with many highs and lows. Overall I feel very glad to be part of a project that really is helping a lot of people.

Médecins Sans Frontières Australia; http://www.msf.org.au

08 Tricia Caswell

Executive Director of Global Sustainability at RMIT University since October 2000.

Advisory Positions: Victorian Schools Innovation Commission · · Global Mining Initiative Assurance Group · BHP-Billiton External Advisory Group · Minerals Council of Australia Code Advisory Group · Westpac's Ecoshare Fund Advisory Group · Close the Loop, Board Member

In the past Tricia has been:

- A Teacher, in Secondary, TAFE, tertiary sections, 1969 -1979
- A Trade Union Leader 1979-1992: General Secretary Technical Teachers Union of Victoria
- An Environmentalist 1992 -1995
- An International Aid and Development, CEO

Interview with Tricia Caswell

Do you think that there is an invisible barrier preventing women from reaching the highest level in your profession regardless of their accomplishments and merits?

For most professional women, the dynamics of their careers are different from most men. The barriers are not necessarily invisible. Commitment to and tasks around family, education, health, daily logistics still fall to women.

Executive cultures are still significantly male; clubbish, sports oriented, demanding of time, place and space. Men enjoy these culture mores. Their wives expect to run households, children's schooling, a taxi service. So many women still work part time and have discontinuous careers. They don't want to give up their emotions, their friends, their cultural experiences, diversity.

As a CEO, you are lucky to have time to read the paper!

In universities women have been making progress as students, teachers, administrators. At the very top levels, however, we are few. RMIT's Vice

Chancellor, Professor Ruth Dunkin is the first woman Vice Chancellor in Victorian history.

Why do you think this exists in your profession?

Traditionally Universities are scholarship leaders. Scholarship leaders have had great power and influence, the terrain of males in modern history. But, like in everything, change is hard, and is seldom welcomed. If women are to have equal opportunities as men, they are less available for the supportive roles that male leaders have assumed and relied upon, so men of necessity will continue to resit such change priorites.

Is this barrier in your profession penetrable? How can the barrier be dismantled in your profession?

Academia however, is fertile ground. There is independence, flexibility and diversity that seems to suit women who want, need other lives, or who have to provide supporting environments for others, their children, their spouses, their parents. You can work on line, prepare or research at home. Few lecturers have 9-5 kind of days every day.

Do you consider yourself to have broken through the Glass ceiling in your profession? If yes, how have you done this?

As CEO of two non-government organisations, ACF and Plan International I guess I have been through part of the glass ceiling. I can't explain it, tenacity, hard work, taking big risks, taking opportunities, being adaptive, and lateral have all been part of my work and life.

In general, what do you see as the underlying cause that must be addressed to shatter the glass ceiling in corporate and public Australia?

I think some women will continue to make it to the top. What I think will not happen is an equal spread of women across all kinds of work and up all kinds of varied corporate ladders. Some industries and companies have few women anywhere, let alone at the top.

Unless the pressure on executives is lessened and they are not expected to perform miracles there are not enough rewards for most women. Women are interested in economic independence, of course, but they value and are expected to value other rewards just as much. This is beginning to be true of men as well. Male executives are opting out.

Values are changing. Corporations, governments, others are being pressed to accede to multidimensional goals and accountabilities, valuing not just the economic but also the environmental, social and cultural as well as the way we are governed. We call it Global sustainability at RMIT University. These are the sets of values and accountabilities that should help us dissolve that ceiling, the sooner the better.

09 Helen Conway

Director of Equal Opportunity for Women in the Workplace Agency (EOWA)

EOWA Director, Helen Conway, has had extensive business experience. Following ten years in private practice as a lawyer, including seven years as a partner, Helen joined the corporate sector where she held various executive positions in companies covering the insurance, transport, downstream oil, retailing and construction industries. In addition she has held various directorships in the health, transport and superannuation sectors.

Helen has an established track record in the equal opportunity sphere focussing in particular on initiatives in support of women. She spent ten years on the NSW Equal Opportunity Tribunal including three years as its Senior Judicial Member.

Helen's appointment as Director of EOWA is for a period of five years commencing on 27 April 2011.

Interview conducted in 2011

Interview with Helen Conway

Do you believe that employers understand the problem of pay equity and know how to investigate it using a pay equity audit to identify where gender pay inequities may exist within their workplace, so that they can remove the barriers to women's workforce participation and career progression?

There is clear evidence that many employers do not understand what pay equity means and are effectively in denial about any gender pay gap which exists in their organisations. This is unacceptable in 2011.

Employers need to take action to eliminate this discrimination in the workplace. However, not enough is happening to redress this inequity. A significant number of organisations reporting to the Equal Opportunity for Women in the Workplace Agency (EOWA) reveal a gender pay gap in their workplaces. However, survey results released in 2010 revealed that less than 40 per cent of these organisations conduct an annual pay equity analysis. Of the organisations that do conduct some analysis, only about

half indicated that their analysis had actually resulted in an action plan to address the gender pay gap in their organisation.

How does EOWA encourage employers to investigate possible sources of gender pay gaps?

EOWA guides employers to understand the issues and examine them within their organisations, to develop practical and effective strategies to address them, to analyse, evaluate and revise their HR policies and practices, and to review and report on progress and achievements. We provide the Mind the Gap pay equity online course, payroll analysis tools, helpful fact sheets, illustrative YouTube clips, business cases and case studies, comparative research and statistics and practical implementation and monitoring advice.

We are currently leading and sponsoring the development of an Australian Standard on Gender-inclusive Job Evaluation and Grading.

We also require EOWA Employer of Choice for Women organisations to undertake a remuneration analysis to understand any gender pay equity issues in their organisations and explain what they are doing about it.

Under proposed changes to the legislation governing EOWA, there will be an increased focus on pay equity and we will intensify our efforts to facilitate better pay outcomes for women.

Does EOWA provide specialist personnel to help employers gather pay equity data and systematically analyse it within an organisation?

EOWA's client consultants work with our 3000 or so reporting organisations across the range of gender equity issues, including pay equity. EOWA also has a specialist Pay Equity Adviser who works with EOWA staff and reporting organisations.

EOWA is further developing its payroll analysis tools and preparing workshops on carrying out pay equity reviews. The workshops, which are to be delivered later this year, are targeted at HR and remuneration

consultants and other interested stakeholders. These workshops will build capacity for doing high quality pay equity reviews, and will engage HR and remuneration practitioners in understanding how they can deliver these reviews as part of their mainstream remuneration suite.

How do you regard the decision that was handed down by Fair Work Australia (FWA) in May 2011 for the Australian Services Union's (ASU) Equal Remuneration Case confirming that gender was an important factor in creating the gap between pay in the Social and Community Services sector and pay in comparable state and local government employment. Whilst this is an important step towards equal pay, it seems that it will be phased in over a number of years and funded by cuts to services and jobs. Do you believe that this case has sent the right signals to employers and employees for similar cases to follow?

The case is still underway, with a further hearing on 21 September and a final hearing on 24 October which will deal with the key question of remedies. The interim ruling in the case determined that pay for social and community workers is affected by gender-related undervaluation, and they are paid less than public sector social and community workers for work that is generally of comparable value. Fair Work Australia found that neither proof of sex discrimination in the existing rates, nor comparisons with male dominated groups, was required for the finding of gender-related undervaluation. Fair Work Australia considered a wide range of evidence in the case, especially in relation to the value of the work undertaken, and confirmed that assessments and comparisons of work value are made according to the skills, responsibilities and demands of the work, irrespective of similarities and dissimilarities in tasks undertaken. These findings provide very useful information for employers and employees about how the new provisions are likely to be interpreted.

Although there are three legal options available for Australian women to achieve pay equality - equal remuneration applications, sex discrimination claims at both federal and state level and adverse action claims - do you believe that these legal avenues continue to be difficult for Australian women to successfully achieve pay equality?

Equal remuneration, adverse action and sex discrimination claims have proved to be very difficult avenues for pursuing pay equity. The cases are complex for all participants. There are few cases and there is not yet a substantial body of expertise for developing and running them. The costs and time involved can be substantial. In some countries, cases are undertaken by contingency-fee and pro bono lawyers and resources for the cases are met from punitive and other damages and backpay. This does not occur in Australia.

Having effective legal redress for pay equity problems is critically important in fixing longstanding pay equity problems that date back to when sex discrimination in pay was lawful and also in addressing emerging pay equity issues. However, in view of the prevalence and scale of pay equity problems that need addressing, processing them all through the legal system would be putting a long cavalcade of camels through the eye of a very small needle.

Legal avenues provide just one approach to fixing pay equity problems, and they are unlikely to be effective in addressing the full range of pay equity problems across the economy. We need a wide range of other solutions, through collective enterprise bargaining and through changes in HR and management practices.

What changes if any would you like to see to the Australian legal system to reduce the gender pay gap?

The provisions of the Fair Work Act 2009 have now had their first test in the social and community workers case. When the case is completed, the findings and reasons for the decision will provide guidance for negotiating agreements in other sectors and organisations. The

effectiveness of the Fair Work Act provisions cannot be assessed until the current proceedings are determined.

We need to remember that most of the gender pay gap reflects differences in the labour market position of women and men and is not amenable to legal solutions. Women and men are concentrated in different occupations, industries and job levels. Women still do more of the unpaid caring work which limits their working hours, in a day, a week and a working lifetime. It also critically affects their opportunities to progress to the full range of jobs and job levels. While in some cases these obstacles reflect unlawful discrimination, for the most part they reflect different work patterns for men and women, in contexts where there are still significant rigidities in labour markets and employment practices and arrangements.

As Companies listed on the stock exchange are required to since January 2011 set gender diversity targets at board and senior executive levels and to report every year on their progress towards achieving those targets, how optimistic are you that this will be achieved within five years or do you believe that it would be better to introduce mandatory gender quotas for corporate boards as we have waited long enough?

The effectiveness of the current measures cannot be assessed yet. We are yet to see the first round of reporting on the obligation under the ASX Guidelines to set objectives for achieving greater gender diversity. I am optimistic, at least so far as Board composition is concerned, that we will see far better gender diversity given the number of recent female Board appointments.

Quotas for women on boards have been used to great effect in some countries but they can also have unintended consequences, including undermining the legitimacy and the standing of the women appointed to meet the quotas.

Are you interested in finding other ways to tackle notions of gender inequality in the consciousness of Australian society?

EOWA has specific responsibilities for working on gender equity in workplaces. We recognise that women's and men's choices and opportunities are inextricably interrelated. The proposed new legislation for EOWA will explicitly include a focus on the caring responsibilities of both men and women. Raising awareness and promoting a wider range of quite concrete possibilities in workplaces - for example, more flexible work options for men so they can share the caring responsibilities - can enable, reflect and reinforce changes in consciousness about gender roles in Australian society.

EOWA will continue to identify new opportunities for communicating about what enables and inhibits gender equality through its work on gender equality at work.

10 Philippe Couturier

Executive Director of Médecins Sans Frontières in Australia

Médecins Sans Frontières (MSF) is the world's leading independent humanitarian organisation for medical aid. Annually, some 3,000 volunteer doctors, nurses and support staff work in trouble spots around the world helping those living on the edge of human tolerance.

MSF teams are currently in 70 countries, working with more than 15,000 locally recruited staff in conditions that are always challenging, sometimes dangerous.

MSF was formed in 1971 by a group of French doctors who had previously worked with famine victims in Biafra. All were frustrated by the bureaucracy they encountered and by the degree of government interference in government aid.

Médecins Sans Frontières is now an international movement with a network of sections in 18 countries. Their teams are made up of people with backgrounds that include everything from: medicine, nursing, logistics, engineering and administration – all skills essential in restoring health care to communities torn apart by natural disasters, epidemics, famine, or civil war.

MSF website: http://www.msf.org.au/

Interview conducted in 2005

Interview with Philippe Couturier

As head of Medecins Sans Frontieres Australia, what does your position involve? What attracted you to this position?

My position as Executive Director of MSF in Australia involves daily activities and also looking at the long-term strategy for MSF in Australia.

On the daily management side, the office in Sydney is involved in recruitment of field volunteers drawn from the Australian and New Zealand medical profession.

We are now 11-years-old in Australia and we have enjoyed making significant contributions to humanitarian operations around the world. In that time we have sent Australians and New Zealanders on more than

600 missions around the world, quite often into conflict zones such as Afghanistan, Sudan, Iraq and the Democratic Republic of Congo, which is now experiencing a terrible crisis after years of civil war.

We are also doing some external communications informing the public and the media about issues to do with MSF operations in the field.

In the long-term strategy, we are now working on how best we can add-value to the operations in the field and considering some interesting developments in the field of MSF's HIV/AIDS and TB projects, especially the treatment of children with regard to these diseases. Our office in Sydney is now playing a central role in this issue by having a paediatrician being the medical advisor for all MSF projects with a specific focus in the Southeast Asian region.

Long-term means also being able to forecast the needs in term of money, as you may know 80% of the MSF projects are financed by private donations, this allows us to keep our independency from any political agenda.

As a humanitarian medical aid organisation, our charter gives us the mandate to assist populations in need or at risk from conflict or disaster situations irrespective of race, religion or political conviction. We work in nearly 75 countries worldwide. More than 30 % per cent of our activities are in armed conflict situations where only our neutrality, impartiality and independence of political affiliation has enabled us to reach those who are most vulnerable and in need of humanitarian assistance.

Maintaining this independency is crucial for MSF especially in an era in which there is a growing confusion, internationally, between humanitarian and military roles of operation, MSF Australia has decided to increase its fundraising activity in order to be able to strongly contribute financially to this goal. This is part of our responsibility and I'd like to use this opportunity to thank the Australian public for its ongoing support.

All these different aspects and activities make my job very exciting but also very challenging as well.

What is the scale of operations in the Australian division of Medecins Sans Frontieres? How is the Australian branch linked to the international headquarters of Medecins Sans Frontieres?

Médecins Sans Frontières is composed by 19 sections, five of which are what we call Operational Centres (France, Belgium, Holland, Switzerland and Spain), who are directly in charge of our field operations. The 14 other sections are what we call Partner Sections, like MSF Australia. All together, we contribute with human resources (field volunteers), finance and by communicating on more than 480 (in 2002) projects that MSF is running in more than 75 countries. In order to have some coherence and common policies, we have the International Council (IC) that is composed by the presidents of the 19 sections and they meet two or three times a year. But to ensure the smooth operation of the various issues we have to deal with, the IC has an office in Geneva which is led by MSF International President, Dr Rowan Gillies - a doctor from Sydney who is also the President of our section here in Australia- and Marine Buissioniere is the general secretary of MSF International. Both with a group of coordinators address the executives and presidents of all the section-issues and challenges that our organisation is confronted with.

On a more practical point of view, MSF Australia belongs to a group within the international network – the MSF France Group - that is composed by MSF France, USA, Japan and Australia. In this group we work and share together the responsibilities and promotion of our field activities. For doing so, we have currently about 25 staff in total and more than 15 office volunteers in our Sydney office. As an example, last year we sent volunteers on 115 humanitarian missions overseas and supported projects in nine different countries amounting to AUD\$5.8 million, going directly to our life-saving work in: Afghanistan, Burma, Cambodia, China, Darfur, Kenya, Laos and Thailand.

Since January 2005, our section is in charge of providing medical advice on the paediatric domain of our projects within the MSF France Group, with a special focus on HIV/AIDS and TB.

Does MSF recruit medical and non-medical staff aside from those who volunteer their services? What are the volunteers offered in terms of remuneration etc? How many staff are currently medical and non-medical volunteers working for MSF Australia?

All MSF staff working overseas are volunteers. As a medical humanitarian organisation MSF recruit mainly medical (doctors, surgeons, etc.) and paramedical (Nurse, Midwives, Lab technicians, etc.) staff. We also recruit some non-medical professionals (Logisticians, Finance/Administration Coordinators, etc.). For more information on recruitment profiles and criteria see www.msf.org.au.

In 2004 MSF Australian sent the following number of volunteers:

- Medical 32 (27.8%)
- Paramedical 57 (49.6%)
- Non-medical 26 (22.6%)

On average MSF Australia continuously has around 70 volunteers working in the field.

Volunteers leaving to field missions are given a stipend of approximately \$1000 per month to help individuals to keep their financial commitments while being away. Aside of this amount all transport, accommodation and living expenses are covered by MSF.

How are MSF staff prepared for working in the frontlines so that they are able to cope with all types of crisis?

To help volunteers face the main aspects and contexts in which the organisation works, MSF has a number of training and preparation courses organised each year. Before sending volunteers on their first mission we offer most of them a three-day preparation course called

Welcome Days. At a later stage, we also organise and offer a number of other specific training courses covering the multiple and complex aspects encountered by volunteers at field level (administration, management, logistics, specific medical courses, etc.). In Australia we also offer to our experienced volunteers opportunities to attend Refugee Health courses (with James Cook University in Townsville and with the MacFarlane Burnet Institute in Melbourne).

Our recruitment process and criteria focuses strongly in selecting applicants that have the appropriate experience and skills needed to face the difficult contexts in which MSF works. In the field itself, MSF tries to keep a strict balance between experienced volunteers and first mission volunteers to provide those with less experience with the most appropriate and best support possible. After every mission, MSF Australia's Psychosocial Support Network assistance is offered and available to all returned volunteers.

Where does MSF obtain aid and funding from? What does MSF do when the supplies reach critically low levels and funding is difficult to obtain?

Internationally, MSF receives about 80% of its funding from private donations and about 20% from institutional and other donors. In 2003 (figure 2004 not available yet) we had 2.6 million individual donors worldwide supporting our projects.

Private donations are crucial for Médecins Sans Frontières. As a humanitarian medical aid organisation, our charter gives us the mandate to assist populations in need or at risk from conflict or disaster situations irrespective of race, religion or political conviction.

As I said earlier, more than 30 % per cent of our activities are in armed conflict situations where only our neutrality, impartiality and independence of political affiliation has enabled us to reach those who are most vulnerable and in need of humanitarian assistance. In an era in which there is a growing confusion, internationally, between

humanitarian and military operation, there are clear risks associated in being seen as a provider of services for governments involved in a conflict. The only acceptable option for us is to have the financial capacity to provide humanitarian assistance to the victims of conflicts or natural disasters with full and complete financial and political independence.

To guarantee this capacity and to prevent funding difficulties, we ask our donors to become 'Field Partners'. This means for them to financially support our projects on a monthly basis with an amount of money they decide to contribute. This allow us to better plan what we are be able to achieve in a year's time but most of all, this helps us to provide medical and humanitarian assistance with little or no delay, especially in the case of emergencies such as the Asian Tsunami recently.

In which countries is MSF currently involved? How is the decision for MSF's involvement and the level of involvement made?

We are active in more than 75 countries. According to the latest typology of our projects (in 2002) more than 480 projects were in action during that specific year. This total number is a quite consistent number and does not vary a lot throughout the years. More than 60% of these projects are in Africa while more than 20% of them are in Asia, the rest being in Central America and Europe.

Every year projects are closed and opened depending of the needs of the population we assist, and the political situation in the countries where we do intervene.

In 2002 more than 60% of our projects took place in either armed conflict or post conflict or unstable contexts. The decision of opening or closing a project is dependant on many factors. As a humanitarian organisation, there are three minimum conditions that must co-exist to satisfy the conditions of what is called, "Humanitarian Space". These three conditions are:

- The freedom of access and dialogue with the target population, without any interference by governments or other actors
- The freedom to act independently in evaluating, responding to, and communicating on, the nature and extent of the needs
- The freedom to ensure that the aid physically reaches the target population.

When these conditions are co-existing, projects are opened in relation with the results of the medical needs as assessed by our teams in the field. MSF in general is not involved in long-term programs the core of our activities could be simply described as life-saving operations in emergency contexts.

In what way has MSF been involved with the displacement of the Sudanese refugees? Is this still considered to be the largest current humanitarian emergency in the world?

MSF has been assisting over 700,000 internally displaced people in the Darfur region in western Sudan, where a civil conflict is forcing civilians from their land and forcing them into large camps where they live under the threat of ongoing violence and disease. It is difficult to determine what is exactly the largest current humanitarian emergency in the world, however we can identify internally that our largest humanitarian operations are now in Sudan and the Democratic Republic of Congo, followed by our emergency response to the recent Asian tsunami. On this specific issue, MSF has published its Ten Most Underreported Humanitarian Emergencies for 2004, as follows:

Intense Grief and Fear in Northern Uganda

For 18 years, people in northern Uganda have endured a brutal conflict with consequences that are nearly invisible to the outside world. More than 1.6 million people – 80 percent of northern Uganda's entire population – have been displaced and now live in squalid conditions. Civilians have been attacked and killed by the Lord's Resistance Army

(LRA) in their villages, as well as in the camps where they have sought refuge.

No End in Sight to Devastating Conflict in Democratic Republic of Congo (DRC)

Civilians were once again besieged in the eastern DRC when fighting erupted in North Kivu this past December (2004). Nearly 150,000 people fled for their lives from Kayna, Kanyabayonga, and Kirumba just a few weeks after thousands of others fled fighting in the Mitwaba region. These were just the latest chapters in a decade-long war that has cost an estimated three million people their lives and reduced an already impoverished country's limited infrastructure to ruins. Towns like Bunia, in Ituri province, still bear scars from last year's fighting, and rape is widespread. Political divisions often erupt along ethnic lines, affecting entire areas of a country the size of western Europe, where many Congolese cannot meet even their most basic needs.

Civilians Caught in Colombia's Crossfire

Forgotten by much of the world, Colombia's enduring conflict continues to inflict great misery on civilians. More than three million people have been displaced within the country, usually to vast shantytowns on the outskirts of major cities, and violence is still the leading cause of death.

Tuberculosis Spiraling Out of Control

Tuberculosis (TB) kills one person every 15 seconds, thus claiming millions of lives every year even though it is a curable disease. While the risk of TB is relatively low in wealthy countries, the disease is making a comeback throughout the developing world: one-third of the world's population is infected with the TB bacilli and eight million people annually develop active TB. Unfortunately, most TB is diagnosed by sputum microscopy, a diagnostic test developed in 1882, and the only available medicines for treatment were invented up to 60 years ago. TB treatment takes a minimum of six months and nearly two years for multi-drug resistant

(MDR-TB) strains. The AIDS pandemic has led to an explosion of HIV/TB co-infection, as TB is the most common opportunistic infection for those living with HIV/AIDS. This further increases TB's appalling human toll.

Somalia Shattered by Anarchy and Chaos

Fourteen years of violence have dramatically affected Somalia's population of nine million, with approximately two million people displaced or killed since civil war erupted in 1990 and close to five million people estimated to be without access to clean water or health care. The collapse of the health-care system along with most other state services, have hit women and children particularly hard: one in sixteen women die during childbirth; one in seven children die before their first birthday; and one in five children die before the age of five.

The Trauma of Ongoing War in Chechnya

A decade of intense conflict continues to devastate people in and around Chechnya. Despite repeated claims from officials that the situation is 'normalising,' Chechnya is far from peaceful and stable. Even so, since 2003, Russian and Ingush authorities have put considerable pressure on internally displaced people (IDPs) in Ingushetia to return to the warravaged region. By the end of 2004, only 45,000 people who fled the conflict, out of an original 260,000, remain in Ingushetia and are living in terrible conditions, while those pressured to return to Chechnya have been placed in "Temporary Accommodation Centres," where conditions are not much better.

North Koreans Endure Massive Deprivation and Repression

A man-made cataclysm continues to rage in North Korea, where people struggle against violent repression and massive deprivation in a country that is almost entirely sealed-off from the outside world. In the late 1990s, an estimated two to three million people starved, and recent stories from refugees reveal that the food and health situation is still dire. Even though huge amounts of international assistance pour into the country, there is

no way of knowing if it reaches those most in need and many suspect that the bulk of aid is simply diverted by the military regime. Economic reforms, introduced in July 2002, have exacerbated problems, resulting in runaway inflation that undermines people's ability to afford basic food items

Constant Threat of Hunger and Disease in Ethiopia

More than 10 percent of children do not survive their first year of life in Ethiopia. Scarce farmland in the over-populated arid highlands leaves approximately five million of Ethiopia 's 69 million people to face chronic food shortages. Severe droughts in 1999 and 2001 compounded the situation. While some recent rains have provided a little respite, the lack of substantial rainfall since early 2003 has led to the deaths of an estimated 50 percent of people's livestock.

The War is Over, But Liberians Still Live in Crisis

Intense fighting during the summer of 2003 in Liberia 's capital, Monrovia, cost more than 2,000 people their lives. More than a year after this debilitating 15-year civil war ended, Liberians are still living in a state of crisis. Little of the country's demolished infrastructure remains, leaving most people without basic services like water and sanitation. More than 300,000 people are still displaced within the country while 300,000 refugees wait to return from neighbouring countries. Health care, already scarce in the main cities, hardly exists at all in remote areas of the country. Today, there are only 30 Liberian physicians working in a country with more than three million people. In Bong County, MSF provides 7,000 consultations a month for 60,000 displaced people.

What is your view about the level of media coverage and international assistance that has been provided for the Sudanese refugees experiencing violence in Dafur? What would you like to have seen done for these people?

In 2003 there was little or no coverage of the humanitarian crisis unfolding in Darfur and last year there was a lot more coverage and media attention, following high level interest from the United Nations, European and North American actors. From the time when MSF first started working in Darfur in November 2003, we were desperate for the international community to respond to the crisis because it was well beyond our own means to handle the humanitarian situation, however since the increase of awareness throughout 2004, more aid has been allowed to flow to these people. The problem now in 2005 is that violence persists and the 1.5 million displaced Darfurians are too scared to return to their homes and villages, so it is becoming a protracted humanitarian crisis. This is even more difficult to overcome as the world and media become used to the images and stories coming from Darfur and other disasters and conflicts divert attention away from this ongoing crisis in Sudan.

How difficult is it to for MSF personnel to remain as an independent source of assistance in countries such as Iraq where there is a blatant disregard for humanitarian assistance? Has there been any situation when this independence has been compromised?

Remaining an independent humanitarian actor, is part of the fight of everyday work now. Being able to maintain a "Humanitarian Space" in a context of war, is an incredible challenge for our teams at field level.

Afghanistan is a sad example of this on going challenge. The ongoing cooptation of humanitarian aid by coalition forces that blur the lines between humanitarian and military action has largely contributed to a deadly confusion. The killing of our team in Badghis Province in Afghanistan in June 2004 is the result of this confusion.

Our field volunteers and operational centre have to take their decisions based on the analysis of the risks for our team and the benefits for our patients to stay or to leave from a given country. In such circumstances like in Afghanistan, there is no room for compromise, the only choice is to withdraw and leave the country. This is what we did after 25 years of

activity in Afghanistan. We took the decision of not staying in Iraq based on similar reasons.

What has been the most difficult decision you have had to make during your involvement with MSF?

It's now 10 years that I'm directly involve with MSF and the most difficult decisions I have made are all in relation to the "borders" that governments, rebels and coalition forces set up between us and the victims we want to provide humanitarian aid to. One of the most difficult decisions was our withdrawal from Madagascar where I was Head of Mission. Madagascar is one of the poorest countries and for the first time since the beginning of the last century, this island was confronted with a cholera outbreak. The health system was not ready to deal with such a big outbreak that had already claimed hundreds of lives. We had already been working in this country for four years when the epidemic started to claim its first victims. Despite all the efforts we put in place and all the negotiations we went through, the Ministry of Health did not allow us to respond to this deadly emergency. After days of negotiations with different levels of the government, we had to decide to leave. It was not acceptable for us to stay nearby the victims of this emergency, having all the means to save their lives and not being authorised to work.

How do you cope with having to regularly deal with global situations of extreme despair and hopelessness where one does not have the power to change the underlying causes but only work with those whom it has severely affected?

As a medical aid organisation we tend to focus on our objective which is to improve the situation for people living in danger, to make things better for individuals in times when their life is most at risk. By focusing on individuals and their plight we see the improvement that we can make and the affect we have on these people, one at a time.

It can become frustrating at times when you ponder all the world's problems but as I said, we can make a considerable difference in the lives

of some of the most destitute victims of natural and man-made disasters, when they need it most, and when there is no other assistance available.

11 Leila Connors

President and Co-Founder, Tree Media Group USA

Leila Conners founded *Tree Media Group* in August of 1996. With a background in international politics, Leila set out to build a production company that creates media to support and sustain civil society. Leila and Tree are currently creating an internet television channel, called Tree Channel, that will carry the content that Tree creates, among other media.

Most recently Leila directed, wrote and produced a feature-length documentary, The 11th Hour, with Leonardo DiCaprio and 54 leading thinkers and scientists about the state of the world and the state of the human condition. She has written 2 short films with Leonardo DiCaprio on the environment called Global Warning and Water Planet and a feature film script for Ridley Scotts Scott Free Productions on the state of the oceans. Leila has also been published in newspapers and magazines around the world including the International Herald Tribune, Los Angeles Times, Yomiuri Shimbun and Wired Magazine among others. Projects over the last 10 years with Tree Media Group include work with the Council on Foreign Relations, NASA, JPL, Norman Lear, Green Cross International, Harvard University, and Hollywood studios among others. Her article on Death and American Culture was published in War, Media and Propaganda, published by Rowman and Littlefield. Leila is currently in preproduction on her next feature-length documentary on consciousness and how to heal the environmental crisis.

Prior to Tree Media, Leila was Associate Editor of New Perspectives Quarterly, an international journal of social and political thought, and Associate Editor of Global Viewpoint of the Los Angeles Times Syndicate, an internationally distributed op-ed column that reaches 200 papers. At NPQ, she interviewed thinkers and policy makers including: Kofi Annan, Nafis Sadik, Betty Friedan, Hans Bethe, Rigoberta Menchu Tum, Boutros Boutros Ghali among others. She is now Editor-at-Large for NPQ.

In 1991, Leila translated Jacques Attali's book from the French for Random House entitled, Millennium. Leila is a life member of the Council on Foreign Relations. She is also a member of the Pacific Council on International Policy and is a member of the Writers Guild of America (WGAW). Leila serves on the Board of Global Green USA and the Entertainment Board for One Voice, a middle east peace project. Leila is often invited to speak on issues of sustainability and the environment and has served on panels nationally and internationally. The film, The 11th Hour, to date has won the Diversity Award and the Earthwatch award in the United States and the Clarion Award in the UK.

Leila lives in Santa Monica with her son Aidan Michael.

http://www.11thhourfilm.com

Drought. Famine. Severe flooding. Record rainfall. Hurricanes. Acid rain. The highest average temperatures in recorded history. Catastrophe is reported on the nightly news as isolated incidents. But are these incidents isolated, or pieces of a larger global puzzle that could unlock humanity's future? In the history of the planet, humanity's time on earth has been short but powerful. The human drive to ensure its own survival and quality of life has revolutionized industry, science, nutrition and medicine. But it has also effected unprecedented changes in the delicate balance that makes life on earth possible.

• Interview conducted in 2014

Interview with Leila Conners

What do you see as being the positive and negative impact of the media in influencing thinking about climate change?

The more media discusses climate change, the better. The problem with media in terms of climate change is what we call the "10%" problem, in that, the media is always looking to be "fair and balanced," which is commendable. However, when it comes to climate change, the media looks for "the other point of view" and less than 10% of scientists oppose the science on climate change, yet they are given 50% of the coverage just so that media can appear balanced. This is detrimental to, literally, the survival of the human race. And I mean that. We have to understand that every minute we waste "debating" the issue of climate change, we waste a precious moment in which we could be spending trying to solve this problem that threatens the very biological basis upon which human life depends. Climate change is real, it is caused by human activity, and we need to fix this problem now.

What types of initiatives would you like to see the media in America undertake to raise awareness about environmental issues and global warming?

The media needs to stop debating and start showing solutions that people can implement at every level, from the personal to the community level, to

also changing consumption behaviors, to putting pressure on politicians to take action.

In your writing of the script for the movie, The 11th Hour, what were the main themes that you wanted to draw attention to? Do you believe that you have succeeded in doing this?

The 11th Hour was an investigation into the state of the planet and its biological ecosystems. What we did not anticipate was that 95% of the leaders and scientists who we interviewed were concerned that the human race was very much at risk of some sort of die-off due to the impacts of climate change and the disruption of the biological web of life due to human civilization and how it functions. We were shocked at this and we put that concept into the film. We also wanted people to know that there STILL IS TIME to make critical and much-needed adjustments to how we design our civilization so that we can reduce the human footprint on planet earth. With the technologies we know today, we can reduce the human footprint by 90%, with the technologies that we know today at that are on the shelf!

What were some of the challenges you faced in planning and making this film from seed idea to completion?

We had a fairly nice production experience with the film. We did not find many challenges as so many experts wanted to participate and share their views at this important time.

Of all the experts you and your colleagues interviewed, what were the aspects that you personally found most striking?

The most striking aspect was that there is a very high degree of consensus on what is happening to the earth's biosphere. There is not much disagreement.

What are you hoping the 11th Hour action movement will achieve globally?

The 11th Hour Action movement is about personal responsibility and community action. We hope that the film and the support website that we

have created will generate action on the ground, no matter how small. We have to start somewhere, and changing the local, finding out about how clean your water is, where your food comes from, and making sure these things are OK, and not polluted, that's a good start. And we hope most people look into those things, as a start.

How does the company you founded, Tree Media Group source and develop stories into media items? Are there a growing number of people wanting such services? What are the criteria you use to evaluate initial proposals? Does it include evaluating it in terms of the authenticity of the product and/or its marketing strengths?

We generally don't take on other people's projects unless a project comes to us that is already on our slate and they are further along in their production than we are.

What are your observations and expectations of President-elect Barack Obama with respect to climate change and saving the planet?

Almost anyone will be better than the Bush Administration that stalled any progress for 8 years. President Obama knows very well that we need to tackle the climate question so I expect to see great strides in dealing with this problem.

In your personal career development, what strategies have you used to develop your potential and source new alliances?

I have found that the best advice is to "show up," meaning that one gets so many invitations and opportunities to experience new ideas and new groups, and to the best of your ability, you should "show up" and be open to what is happening around you. I find that I don't show up enough and every time that I do, I am always thankful because I meet someone new, learn something new, and almost always, that person or idea resurfaces down the road in a meaningful way. Life has a plan for you especially if you are present in it. So I try to practice that myself, although for some reason, it is not that easy to do.

12 Anne Coombs, Susan Varga & Helen McCue

Founders, Rural Australians for Refugees (RAR)

www.ruralaustraliansforrefugees.org began in the Southern Highlands of NSW, in October 2001. Formed in response to, and reaction against, the bi-party policy on asylum seekers, it is a grass-roots movement with rapidly growing support across regional Australia. Its initiatives include Welcome Books, Welcome Towns, The Welcome Lobby and The Tampa Human Rights Award 2001. RAR groups appear to be springing up all over the country, from Denmark in WA, to Wangaratta in Victoria, to Katherine in the Northern Territory. With a vision in the form of a Ten Point Plan for the Australian Government to undertake, it calls on the Government to:

- "Receive all asylum seekers in accordance with our obligations under the UN Convention on Refugees which Australia signed in 1954...
- Abolish existing holding centres in Nauru and Papua New Guinea and abandon any further plans to pay our poorer Pacific neighbours to take in refugees for processing.
- Stop military intervention against boat people. Using Australia's military against the victims of oppression is totally inappropriate.
- Abolish the Temporary Protection Visas (TPVs), which were introduced specifically for asylum seekers, who mainly arrive by boat. These visas deny people access to crucial services such as English lessons, and work and housing assistance which are available to other refugees...
- Close all detention centres in their present form. Asylum seekers should be held in detention only to establish their identity and for criminal clearance, along the lines of the Swedish model...
- Take any detention facilities out of the hands of private enterprise. Such
 facilities should be publicly accountable and open to scrutiny... and...Increase
 Australia's refugee intake by recognising how small our current quota of
 12,000 refugees per year is, and doubling the quota to 24,000 per year."

Founders, Anne Coombs, Susan Varga and Helen McCue explain that RAR began with three depressed people in a lounge room, feeling angry and helpless and saying, 'what can we do?' "The answer we came up with was: 'let's work locally'. Three weeks later, after leafletting in the streets and outside the supermarkets, and promotion in the local press and on the radio, we put on a hugely successful public meeting in Bowral, attended by nearly 500 people. We also collected over 400 signatures for an

open letter which was published in the local paper, protesting the Government's policies. After that first meeting we were inundated with supportive emails and phone calls. Since then at least a dozen RAR groups have formed in country towns all over Australia. RAR is also networking with many other organisations committed to justice for refugees."

Helen McCue, one of the convenors of Rural Australians for Refugees, received the Order of Australia Medal for services to the community in Australia and overseas as a contributor to development assistance, public health and education projects and as an advocate for human rights, refugees and refugee issues in May 2003.

Interview with Anne, Susan and Helen

What was the catalyst that motivated you to form RAR? Prior to doing so, how did the Refugee situation impact upon you?

As with many Australians, the catalyst was the Tampa - watching with horror and shame the Howard Government turning its back on people whose only crime was to ask for asylum. One of our convenors, Helen McCue had been involved in working with refugees for twenty years. For Anne and Susan, we are ashamed to say, it had been an issue about which we knew little, until Tampa focussed our minds.

How did you come to formulate the 10 Point Plan? Is this the vision of RAR?

Living in rural NSW as we do, we decided to work locally. Our first move was to work towards a public meeting in Bowral. We decided, in the vague hope that there were some others like us out there in rural and regional Australia, to call ourselves (all three of us) Rural Australians for Refugees or RAR. Our next decision was to formulate a set of demands/principles to put to the public meeting as a way forward for our organisation. The next day we were flooded with support and with people wanting to set up their own branch of RAR. The 10 Point Plan became the rough blueprint of the organisation. All who agreed with it, more or less, were welcome to join RAR.

Unfortunately, while the 10 Point Plan needs updating a little, it still remains our core vision - the Government has not moved sufficiently on

this issue for us to be able yet to change our goals. However in this current year we will be campaigning to rectify the invidious position of those refugees on Temporary Protection Visas.

How much of the success and organisational aspects of RAR do you feel is attributed to the strength of your relationship with each other? What do you see as important in your being able to work together? Does RAR place any strains on your relationship with each other?

We were very lucky that three people with such complementary skills and personalities happened to come together and say, "what can we do?" Anne and Susan are a couple and used to working with each other, which does sometimes put a strain on our personal relationship but generally works well. Helen was a relatively new friend to us both, but we sensed quickly that we had common concerns, similar ways of thinking and complementary ways of operating in the world. We were 'in sympathy.'

Of importance in working well together: listening to each other, spending time to talk things through, all of us able to think strategically, shared passion and commitment, energy, and willingness to take up the slack from each other when one of the trio was busy or stressed. Leadership qualities, but no-one needing to be 'the' leader.. Ability to defer to each other's strengths. Not all of these work all the time, but enough of the time to make the three-way team effective.

Do each of you have a certain role to play with respect to the workings of RAR? How were these duties divided amongst you?

It changes around quite a bit, but to generalise: Helen has the depth of knowledge and experience in refugee issues. She thinks politically and globally but prefers to work with the local community and the local RAR group. A good networker and energiser.

Anne is very media savvy and has done much of the media work. Also a good organiser and keeps RAR up with political developments. Has kept

the RAR 'engine' going. Susan is a networker, encourager and ideas person.

How do you all cope with managing RAR and your other work and family commitments?

With great difficulty. Sometimes it's been almost impossible. There being three of us has helped - although we have sometimes fought a bit over who should be doing what/how much. We've also been able to get part-time paid help when the administrative load of RAR -which-grew-like-Topsy got too much for us. This was a huge help.

How do you cope with any negative reactions from members of the community who do not agree with your views on refugees?

We expect that and try very hard not to over-react. But we have had very few hate-calls or strong negative reaction. Community support has been widespread and encouraging.

How do you empower new RAR leaders to set up and run a group? Do you provide training, ongoing guidance etc?

We keep it very simple. When people approach us, we simply give them a lot of encouragement, tell them as long as they roughly agree with the Ten-Point Plan, they can become a RAR group, and tell them to work as they see fit in their local community. We feed then ideas from time to time, encourage them to stay in touch and let us know of their activities, publicise anything good or new they are doing, put them in touch with groups/ individuals near them. We strongly encourage RAR groups to develop their own 'personalities' and modus operandi.

With the development of newly formed rural RAR movements, do you as the founders, retain central control and monitor the performance and policies of these groups?

See above. Recently, having 'run' RAR, by default for over a year, we have been handing over the reins to another group. As RAR has been basically informal and unstructured -and we believe this to be one of its strengths -

handing over the 'leadership' to another group has actually been quite difficult - exactly what is it we are handing over?

What action do you undertake if a RAR group's action is not what you see as appropriate, but is in the spirit of fighting for justice for Refugees?

We take the view that if the spirit is ok we do not demand a toeing of the 'party line.' We will however discuss with the group how consistent their actions are with RAR's general principles and purposes. RAR to date has run on a great deal of good will and mutual understanding. We hope that will not change.

What has RAR achieved so far in the political sphere? What are the main forms of activism used to bring about a political change in Australia's treatment of Refugees?

RAR has been effective partly because of the 'surprise' element. Few people thought that sympathy for refugees and asylum seekers would have spread into 'redneck' rural Australia. With nearly sixty RAR groups Australia-wide we have been able to prove that popular perception very wrong. RAR has also been successful because it is a genuine grass roots movement working from the base of local community - we do street work, public meetings, pressure our local politicians, write to our local papers (and the national ones) visit detention centres, many of which are in rural areas, support refugees on Temporary Protection Visas living in country towns, raise money and promote a policy of Welcome Towns. And more each RAR does its own thing, although we co-operate nationally, especially in promoting Welcome Towns with our local councils and communities.

What are your long term plans with respect to keeping RAR alive?

We hope RAR will live as long as our Government continues its infamous policies. Keeping our membership informed and motivated is the key. As fewer people are locked up in fewer detention centres, we continue our campaign to have them closed, but this year we also concentrate on those

recognised refugees living precariously and temporarily in the community on the grossly unfair Temporary Protection Visas. Our long term plan? To have an active RAR in every country town in Australia, supporting refugees and asylum seekers. When Australia finally has a humane policy, RAR may disappear, but there will be a core of people in country towns actively committed to fighting injustice and promoting humane, compassionate values.

13 Noa Davenport

Adjunct Assistant Professor, Iowa State University

Dr Noa Davenport is Swiss and has been living in Iowa since 1986. She is an elementary school teacher and a cultural anthropologist by training. For many years she has held positions in the Swiss Government and with the Swiss Red Cross in the context of international development and cooperation.

From 1989-1993 she was the Director of Education and Research at the Iowa Peace Institute. She conducted numerous workshops and seminars for Iowa teachers and the general public about conflict resolution, global education, cross-cultural communication, and diversity.

Since 1993 Noa Davenport has been an independent consultant and trainer, in the US and abroad. Her focus remained conflict resolution. She is also a trained mediator and mainly volunteers her services at the Center for Creative Justice in Ames.

Dr Davenport also holds a position as an adjunct assistant professor at Iowa State University and is a member of the faculty of William Penn University, College for Working Adults.

Noa Davenport presents and writes frequently. One of her more recent publications, co-authored with Ruth Schwartz and Gail Elliott, Mobbing, Emotional Abuse in the American Workplace, has received wide acclaim and is considered one of the best publications, internationally, that addresses a general public to inform about the devastating consequences and implications of mobbing and bullying at the workplace.

Interview with Noa Davenport

How do you define mobbing?

The word "mobbing" denotes a behaviour by co-workers, superiors or subordinates, who attack a colleague's dignity, integrity, and competence, repeatedly, over a number of weeks, months, or even years. A person is being subjected to emotional abuse, subtly or bluntly, often falsely accused of wrongdoing, and is persistently humiliated. The person feels ganged up upon as co-workers or even management denounce the

targeted person. That is what ultimately leads to expulsion from the workplace through termination or resignation.

In the US, and other English-speaking countries, the term bullying is often used to denote what I prefer to call mobbing. Both terms overlap, and both denote emotional abuse and a form of psychological violence. However, bullying focuses on one person rather than what is, more often than not, a group behaviour, particularly when management becomes involved.

Can you explain how mobbing came to be identified historically?

Dr Heinz Leymann, a psychologist and medical scientist, pioneered the research about this workplace issue in Sweden in the early 80s. He identified the behaviour as mobbing and described it as "psychological terror" involving "hostile and unethical communication directed in a systematic way by one or a few individuals mainly towards one individual."

Leymann identified some 45 typical mobbing behaviours such as withholding information, isolation, badmouthing, constant criticism, circulation of unfounded rumours, ridicule, yelling, etc. The affected person is in physical or mental distress, has developed an illness, and experiences social misery.

Why did you co-write "Mobbing Emotional Abuse in the Workplace."

I come from the conflict resolution field. Often, during trainings, participants would tell me stories about seemingly intractable workplace conflicts that I had no answer for. They had tried everything that one would expect: talk things out, figure out solutions, working harder, changing attitudes, yet, things got worse. Only when I discovered Dr Leymann's work in Switzerland - his two books written in German were widely circulated in Switzerland and Germany in the early 90ties - did I realize what these stories were all about. Having experienced a mild mobbing-like situation myself, I became more sensitive to what other

people told me. Because the notion was virtually unknown and there was no name for it, my colleagues and I decided to write a book about this workplace phenomenon. Our hopes that it would help many people to understand what they were going through and encourage them to take appropriate action have been surpassed.

How prevalent is mobbing on a global scale?

The figures vary substantially. Researchers in many different countries use different criteria to come up with figures. Yet, using Leymann's criteria (over six months and several times a week being subjected to emotional abuse) anywhere between 5-10% of the workforce is probably correct. If uncivil behaviour is used, aggressive acts within the last 12 months, then research in the US comes up with up to 70%.

Is mobbing gender based?

No. Men mob women, women mob men. The prevalence depends on whether a workplace has more men or more women and how the hierarchical structures are gendered. Yet, I would say that women are more prone to simply endure mobbing, resist less, and thus seem more impacted by it. The consequences for women or for men can be, however, no less severe.

Where does office politics or gossiping fit into the 5 phases in the mobbing process as identified by Leymann's Typology?

It can fit into all phases, yet it is quite likely that it starts in the first and sets the process in motion. The first phase is usually an unresolved, festering conflict. This triggers aggressive acts and hostile communications in a second phase. In a third phase, management may become involved, i.e. the level of interactions increases, and often, at that point, the target is being slandered or, in the worst-case scenario and in the fourth phase, may be branded as mentally ill. This can then lead to the final chapter: expulsion. All that may very well be a tragic outcome of

deliberate office politics, but it may also be thoughtlessness and a terrible lack of empathy.

How does mobbing impact an individual?

The effect on the targets have been psychologically so devastating that some have contemplated and actually committed suicide.

Mobbing and bullying affect primarily a person's emotional well-being and physical health. Depending on the severity, frequency, and duration of the occurrences and how resilient an individual may be, persons may suffer from a whole range of psychological and physical symptoms. We therefore maintain that mobbing is a workplace safety and health issue.

And it is not only a person's health and sense of well-being that is seriously affected. Their families and their organizations are gravely impacted as well. Relationships suffer, and company productivity is impacted as energies revolve around the mobbing and divert attention from important and significant tasks at hand. Ironically, the victims are portrayed as the ones at fault, as the ones who brought about their own downfalls.

If mobbing is perpetrated indirectly and the motives can only be imputed, how can individuals take action against those who are mobbing them?

It is primordial for targets to document all the behaviours they observe, and they believe are aggressive acts, communications or behaviours that endanger, terrorize, isolate, or humiliate the target. The best and direct approach is then to confront the mobbers, even with the help of human resources, demand responses, changes, transfers, etc. If all this does not help, then the target surely has to ask herself/himself: Do I want to continue working here? Would it not be indispensable to find a different and more nurturing workplace?

What has been one of the worst experiences of mobbing that you have come across in your research?

A situation where a person in a large city administration has received death threats and is now under police protection. The mobbing has taken a terrible health toll on her. Yet, she is holding on in spite of this because she wants this to be exposed. She is seeking support from the media and the legal community.

Can you describe a mobbing experience where the victim was successful in putting a stop to the mobbing and the perpetrators were disciplined?

I personally don't know of a situation where the perpetrators were disciplined. However, one person in Oregon, USA, was able to introduce, with the help of her union, an anti-mobbing policy in the State Department of Environmental Quality after she was mobbed there.

How can victims cope with mobbing? What action do you advice individuals to undertake if they encounter mobbing?

I have received hundreds of letters or phone calls after our book was published and many people asked for advice. Every situation is a bit different and our book only gives generic advise.

I usually say: first you have to take care of yourself. Your mental and physical health are primordial. Do all you are in control of to stay healthy. Then document what you observe and experience. As I mentioned before, try to work it out, good conflict resolution skills may help - but not always. Sometimes the point of no return has been reached. Then ask yourself: Do I want to fight it out? Do I need to leave to maintain my sanity, as unfair as this all seems?

How can family and friends lend support to the person being mobbed?

This is absolutely crucial. The self-esteem and sense of self-worth is absolutely shattered in a mobbing. In addition, the target feels weakened physically. So support, distraction, love, and presence are primordial from loved ones. Sadly, our research has demonstrated that often

mobbing at work are followed by divorce. A partner simply could not take it anymore, i.e. was unable to provide support over a long period of time, and/or the mobbed person could not be a good spouse or partner anymore, because their energies were absorbed elsewhere.

What advice would you give to executives who are interested in formulating an anti-mobbing policy in the workplace?

Leadership, setting a good example is primordial. A policy is great and a good start. Training needs to accompany a policy and enforcement of the policy is indispensable.

What legislation exists in America to protect people from mobbing? Which country's legislation is the most advanced in this area?

There is no legislation in America. However, legislators in five US states are considering or actually working on legislation. France, and the state of Quebec in Canada have good wording, and the European Union and in Sweden, Mobbing or Victimization at Work, is seen as safety and health issue.

Do you see terrorism and the war against Iraq as contributing to a global culture that supports mobbing?

This is a valid question which would require a complex answer. For now, the word mobbing is strictly used in the workplace context. However, I personally believe that the same psychological dynamics are at work in a workplace humiliation and expulsion process as may be the case on a larger, geo-political scale. Many factors play into these dynamics: A complex societal/cultural/religious/political context, the type of leadership, human nature, deep fears, survival instincts, power and control, and a general culture that accepts violence (even for a believed in greater good) at the expense of peaceful, i.e. patient and negotiated conflict resolution.

Mobbing, Emotional Abuse in the American Workplace, by Noa Davenport, Ph.D., Ruth Distler Schwartz and Gail Pursell Elliott, Civil Society Publishing, 2002, can be ordered through www.amazon.com. See also: www.mobbing-usa.com.

14 Libby Davies

CEO, White Ribbon Australia

Prior to joining White Ribbon, Libby Davies was CEO of Family Services Australia and National Director of UnitingCare Australia.

As Chief Executive Officer of Family Services Australia from 2001 to 2006, Libby worked closely with 88 member organisations to achieve the highest levels of service delivery across the sector and was an effective conduit to Government on behalf of member organisations.

Prior to her role at Family Services Australia, Libby was National Director of Uniting Care Australia, the national peak Uniting Church body on community service matters. In this role she managed the National Secretariat, built the organisation's profile, lobbied Government and represented Uniting Care Australia in national forums.

For the last four years, Libby has worked in a number of advisory, consultancy and interim roles, including Senior Policy Advisor for the Rural Doctors Association of Australia, and Interim Executive Director for Anglicare Australia.

http://www.whiteribbon.org.au/

In 1999, the United Nations General Assembly declared 25 November as the International Day for the Elimination of Violence against Women, with a white ribbon as its iconic symbol. White Ribbon began in Australia in 2003 as part of UNIFEM (now UN Women). It formally became a Foundation in 2007. White Ribbon is Australia's only national male-led violence prevention campaign. The White Ribbon Campaign is now the largest global male-led movement to stop men's violence against women. White Ribbon believes in the capacity of the individual to change and to encourage change in others. It believes that our generation can and must work towards stopping violence against women. White Ribbon, as part of the White Ribbon Campaign, invites men to make a difference by swearing an Oath never to commit, excuse or remain silent about violence against women. This Oath is not just a 'feel good' statement. It is an active commitment which promotes positive attitudes and behaviours towards women and drives signatories to, in the words of Mahatma Gandhi, 'be the change you want to see in the world'. When the White Ribbon Campaign culminates each year on 25 November men and women across Australia are encouraged to wear a white ribbon as a symbol of this Oath. By swearing the Oath and wearing a white ribbon these men and women are openly showing their

commitment to challenging and changing the attitudes and behaviours which contribute to violence against women.

Interview conducted in 2011

Interview with Libby Davies

How successful has the White Ribbon Campaign been in Australia?

Part of White Ribbon's success can be measured by the amount of activity and awareness generated by the Campaign. In 2010:

- White Ribbon supporters around the country hosted over 200 events.
- White Ribbon received more than 2000 media mentions.
- White Ribbon Australia trended second globally on Twitter on White Ribbon Day, 25 November.
- The White Ribbon Facebook "fan page" grew to more than 10,000 fans.
- The campaign led to a 16% increase in awareness to 70% over precampaign awareness levels.
- There was a 58% increase in the number of My Oath swears.
- The 2010 Campaign's success in engaging the community is also reflected in brand polling results compiled by Review Partners.

These results showed that in addition to a significant increase in awareness of the issue and White Ribbon, the proportion of people who would become involved in the campaign continued to rise again in 2010 to 67% (to two out of three people). Both men and women were prepared to support the cause after the campaign, but the campaign had a proportionately greater influence on men than women.

It is also encouraging to note that the majority of people surveyed (64%) believe that, over the past few years, men have become more inclined to try and prevent violence against women.

White Ribbon's task is to ensure that this level of awareness and understanding is strengthened, and that this in turn leads to a change in behaviours and attitudes towards women.

In addition to awareness-raising, White Ribbon has successfully piloted a program with schools in the Sydney region. The White Ribbon Breaking the Silence in Schools Program works to inspire principals to strengthen the culture of respect in their schools that is age-appropriate for their students and engages all parts of the school community. To-date 60 schools have participated in the Program and it has been so successful that White Ribbon is now working to expand the Program nationally.

What are some of the impediments to this Campaign's success that you would like to overcome?

White Ribbon, like most social awareness, normative change campaigns, faces some specific impediments which the Campaign is working to overcome.

- 1. Access to resources: as a not-for-profit organisation, White Ribbon relies on a mixture of government, corporate and community support to sustain the Campaign.
- 2. Engagement: the issue of men's violence against women is one which is still considered by some as a social taboo not to be discussed in public. White Ribbon's challenge is to break the silence around this insidious issue and to engage the whole community in the prevention of men's violence against women.
- 3. Measuring change: Metrics to measure behaviour and attitudinal change are challenging and take many years to document. In addition, as awareness of the issue increases, so too does reports of violence. This is because there is a greater understanding amongst the community that violence is not to be tolerated and that there are ways out of domestic and family violence situations.

What specific actions is the Campaign advocating to lead social change in the prevention of violence against women?

The White Ribbon Campaign is unique in that it works to engage men as part of the solution in the prevention of men's violence against women.

The White Ribbon Campaign calls on men to take a leadership role around this issue, to act as role models for other men in their community and to create a culture which does not accept men's violence against women.

Beyond raising awareness, what strategies are in place to connect with those who are violent against women?

The White Ribbon Campaign works with Ambassadors to connect with all sectors of the community. White Ribbon Ambassadors are tasked with setting the right example for other men, for standing up to their mates when they are committing acts of violence against women and to create a culture which does not accept men's violence against women. When individual men take action in their daily lives to reduce or prevent men's violence against women, this makes a difference. White Ribbon asks individual men to create positive change by:

Putting your own house in order

- Not using violence
- building respectful and non-violent relationships
- boycotting sexist and violence-supportive culture
- informing themselves of the realities of men's violence against women.

Being a positive bystander

- Intervening (safely) in violent incidents
- challenging perpetrators and potential perpetrators
- supporting survivors
- being an egalitarian role model
- challenging the social norms and inequalities which sustain men's violence against women.

Has the White Ribbon organisation considered running workshops for men to change violent behaviours towards women?

White Ribbon is a primary prevention campaign and as such does not work in the service delivery space. White Ribbon does, however, refer the

public to behaviour change programs and White Ribbon's research papers reflect on the type of interventions that bring about normative change.

15 Margaret Douglas

Chief Executive of Save the Children Australia

Margaret Douglas BSc, MBA, AmusA, is Chief Executive of Save the Children Australia. Prior to joining SCA in 2000, she was Chief Executive, City of Glen Eira, a Council of 120,000 residents in Melbourne. Previously she held positions in both business and government sectors, including General Manager of a law firm, General Manager, Marketing – Public Transport, General Manager, Marketing – Jetset, Senior Economic Analyst – Hamersley Iron.

Interview with Margaret Douglas

Why did you choose to work for Save the Children Australia?

Prior to joining Save the Children Australia I had held a number of senior positions in business and government which had involved change management and, for the most part, had enjoyed them. This was a CEO position in an organisation with a goal I could relate to, doing very important work for disadvantaged children and requiring change, in a sector which is at a stage where it needs to consider change.

What is your personal vision for Save the Children Australia as its Chief Executive?

That Save the Children Australia is the leading 'Child Rights' organisation in this region of the world – one which governments consult regarding issues of importance affecting children.

That it is an organisation which, because of its reputation, high achievements, and leading-edge organisational practices, attracts the highest calibre people – Directors and staff – who wish to be part of the organisation.

What are some of the Australian and international programs that you are most proud of being associated with? Which elements do you identify as having contributed to their success?

In Bangladesh, we work in a brothel with more than 1,300 sex workers – many of them children – and their 400 children who also live there. The brothel is a small village of corrugated iron sheds with dirt floors. Each sex worker and their children live in a tiny room, 2.5 by 3 metres. At night, the older children often take refuge in shops, the railway station, and such places, but the very young children remain on the floor while their mothers entertain clients.

In 1996, Save the Children set up a primary school close to the brothel. In the past, by government decree, brothel children were not allowed to attend school or mix with the village children. Now over 200 children from the brothel attend this school and just on 200 village children also attend. On completion of primary education, these children – both brothel and village children – can now join the secondary school which is nearby.

In addition, we have set up a Safe Home to remove girls at risk in the brothel. Young girls in the brothel, on reaching puberty, were destined to become sex workers, but girls in the Safe Home are now being provided with the opportunity to continue with their education, opening up alternatives to life other than as a sex worker.

In Lao PDR, Save the Children Australia runs a Primary Health Care project in Sayaboury Province, a remote province in the north-west of Lao. We continue to achieve impressive results as the following health figures show:

	Sayaboury	National (2001)
Infant Mortality Rate*	23/1,000 live births	82/1,000
Child Mortality Rate*	29/1,000	107/1,000

Life expectancy	71 years	55 years
Maternal Mortality Rate*	110/100,000	530/100,000
Crude birth rate	23/1,000	34/1,000
Crude death rate	3.3/1,000	6.3/1,000

(* indicates that Millennium Development Goal has been met in Sayaboury)

Most of our work until recently has been in Asia and the Pacific, but this year we commenced a program with disadvantaged children in the East Kimberley region, Western Australia. We believe that many of the techniques which we have developed in working with disadvantaged children overseas, eg working closely with the communities in which we work to develop sustainable outcomes, can be transferred successfully to Australia.

Elements contributing to our success include -

- our focus on children and their development
- active child and community participation in the programs
- our concentration on ensuring that programs are sustainable, i.e. when Save the Children leaves, the process continues

Which particular issues regarding children globally and in Australia do you consider to be the most critical and need addressing?

Save the Children's credo is to change the lives of children who are at risk, so that these children can ultimately help themselves. In doing this, we place great emphasis on education, believing that education is the way out of poverty. Of course, this also means that we need to address issues such as the health of the children and ensure their protection, but with the intent that children can be educated.

A specific issue of our time is to address the problem of children affected by HIV/Aids. Much of the emphasis is placed on those suffering from this disease, but many children, while not having HIV/Aids, will be affected through loss of parents/guardians, teachers, doctors and the need for these children often to take on the role of carers for the remaining children. This is an issue which we are addressing as a high priority.

Does Save the Children collaborate with humanitarian and non-government organisations in Australia? How supportive is the Australian government of the work that your organisation does overseas and in Australia?

Save the Children works in collaboration with humanitarian and non-government organisations in all of the countries in which it operates. The Australian government supports our work through a number of grants for our work in Australia, Papua New Guinea, Solomon Islands, Lao PDR, Cambodia and Vanuatu.

What changes do you suggest are needed to improve the effectiveness of governments and international bodies, such as the United Nations, in their approach to reducing the number of children worldwide who are living in absolute poverty?

A good start would be for all governments and the United Nations to commit totally to doing what is necessary to reach the Millennium Development Goals, as agreed in 2000. All governments need to honour their commitments to 0.7% GDP, and there needs to be effective partnerships between government, international bodies and NGOs.

16 Elizabeth Eckermann

Medical sociologist, Deakin University

Associate Professor Elizabeth Eckermann (M.A., Ph.D) is a medical sociologist in the Arts Faculty at Deakin University where she teaches sociology of health and illness, and supervises postgraduate candidates completing health sociology doctoral and masters studies. She is co-convenor of the Australian Centre on Quality of Life at Deakin University and from 2002 to 2005 was Associate Dean: Research in the Arts Faculty. In the past 10 years she has undertaken more than 20 consultancies for the World Health Organization (WHO), in Geneva and at the Western Pacific Regional Office (WPRO) in Manila, on gender and health issues. Most recently she completed an evaluation for WHO of a pilot Maternity Waiting Home project in Lao PDR (in August 2005) and in January 2006 she edited a book for WHO, WPRO on genderbased violence in the Region. Her key areas of research interest and publication cover, women's health, gender and health, domestic violence, quality of life and indicators of health status, health promotion and public health. Associate Professor Eckermann is on the Board of Directors of the International Society for Quality of Life Studies and coordinates the Lao PDR chapter of the International Wellbeing Index. She is a spokesperson for the Australian Unity Wellbeing Index research project which has involved a collaboration between Deakin University and Australian Unity since 2001.

Interview with Elizabeth Eckermann

How was the concept for the multi-award winning Australian Unity Wellbeing Index developed?

The Index was developed by Professor Bob Cummins from the Australian Centre on Quality of Life at Deakin University. Its application to the Australian population is a collaborative venture between Deakin University and Australian Unity in response to a need to gauge how satisfied Australians are with various aspects of their lives. Much has been written about the objective conditions of living in Australian for a variety of population groups but no systematic research had been conducted by 2001 on people's subjective perceptions of their lives in this country. Over the past decade, Professor Cummins has investigated many domains as potential key indicators of subjective wellbeing and the domains which

appear in the Australian Unity Wellbeing Index are the seven which have been shown to contribute most to overall wellbeing.

The theoretical framework which informed the development of the Index, and frames the interpretation of the data, is Professor Cummins' theory of Subjective Wellbeing Homeostasis.' This theory proposes that each person has a set-point for personal wellbeing that is internally maintained and defended'. The theory hypothesises that this set-point is 'genetically determined' and that 'on average, causes personal wellbeing to be held at 75 points on a 0-100 scale' and that 'the normal level of individual set-point variation is between about 60-90 percentage points'. The theory holds that 'for people who are already operating within this set-point range, the provision of additional personal resources... cannot normally increase the set-point on a long term basis due to the genetic ceiling. Such resources can, however, strengthen defences against negative experience'. However, low levels of personal resources can weaken homeostasis, and if excessive stress or pain is experienced, homeostasis can be defeated and 'subjective wellbeing decreases to lie below its normal range. In these circumstances, the provision of additional resources may allow the person to regain control of their wellbeing' and 'will cause personal wellbeing to rise until it lies within their set-point range" (Cummins, 2006: Australian Unity Wellbeing Index Report 13.1:1)

Can you briefly explain how the Australian Unity Wellbeing Index was investigated?

The Index measures levels of satisfaction in seven domains- standard of living, health, achievements in life, personal relationships, how safe people feel, community connectedness, future security- and produces a composite score called the Personal Wellbeing Index. Wellbeing is rated on a 0-100 scale for each domain, with 0 representing 'completely dissatisfied' and 100 'completely satisfied' in answer to the question" how satisfied are you with your health, your standard of living..." etc. For Survey 13 all results from the previous 12 surveys were combined with a

total sample of 22,829 records. Report 13.1 compared the wellbeing of Australians across 150 electoral divisions.

What was your specific role in the investigation of the Index?

I am a co-founder of the Centre on Quality of Life at Deakin University and over the past decade have conducted research on gender dimensions of quality of life and social indicators of wellbeing. I am a member the International Wellbeing Group, which applies the Personal Wellbeing Index across a variety of countries, and currently am collecting data using the Index in Lao PDR Given my experience in the field, I am a spokesperson for the Australian Unity Wellbeing Index.

One of the conclusions that was made in Report 13.1 of The Australian Unity Wellbeing Index was that "feeling connected to others and how safe people feel are the most outstanding differences separating the high and low scoring divisions." Can you explain why some of the other seven domains (standard of living, health, achieving in life, personal relationships, and future security) did not factor into this equation?

Social connectedness and safety seem to reflect the core values of Australians at this point in the country's history. The fact that satisfaction with social connectedness went up after 9-11 and the Bali bombings indicates that Australians on the whole are seeking out points of connectedness with their communities. In this case, shared horror, and maybe even relief that such events were occurring outside of the country, seem to have had an effect on overall wellbeing and maybe shocked us all out of our shared complacency. It is probably easier to apply the 'she'll be right mate' philosophy to areas that we feel we have at least some agency over, namely our material circumstances, health, personal relationships and future. The two domains that rely on many others to cooperate are safety and connectedness so we may feel more vulnerable in these areas and consequently these two dimensions of wellbeing are more sensitive to external conditions.

What were some of the specific aspects that were investigated in relation to whether individuals felt connected to others? How did greater connection with others manifest itself in Electorate Divisions which had high scores for this domain?

The question on social connectedness did not probe into specific dimensions. It purely asked how satisfied respondents were with their level of community connectedness. If we look at scores on social connectedness and examine the demographic characteristics, facilities and practices of people within each electorate, we find that those electorates that had higher scores tended to be outside the metropolitan area (except for Higgins in Metropolitan Melbourne which has a high immigrant population), an older population, a skewed sex bias in favour of women, a higher proportion of married people, and more open public space.

With the finding that "high population density can make it more difficult for people to feel part of a community, often reducing a sense of belonging, safety and wellbeing", and given that reducing population density is difficult to attain, what strategies do you advocate for how individual well-being can be improved in such areas?

Town planning issues should be addressed by those with the skills, qualifications, and experience in the area. However, from the point of view of a medical sociologist some social and logistical initiatives could be – affordable, accessible and acceptable (including high quality) childcare, public transport, open spaces and community facilities for sport and recreation.

Having pointed out "that some of the other characteristics of high scoring electorates include more females," and that this was one of a group of characteristics "that have little influence on wellbeing, but collectively the impact is significant," do you feel that gender could be investigated further to assess if this characteristic does have an influence on the scoring of wellbeing? Gender needs and identity, for example, are so

diverse and such thinking lends itself to assume that gender is a significant factor in assessing wellbeing.

Gender acts in interesting ways in health and wellbeing. Evidence points to women's longevity compared to men in most countries of the world but greater morbidity levels for females. However, when it comes to quality of life we get some complicated findings. The Longitudinal Study on Women's Health (Women Health Australia) and other large-scale social surveys tell us that women's objective conditions of life still seem to be worse than men's (disposable income, job opportunities, access to power and decision-making, leisure time, competing roles). Some quality of life measures, especially those which examine both objective conditions and subjective perceptions, show that women's quality of life is lower than men's. However, the Personal Wellbeing Index, looks only at subjective measures and consistently reveals higher scores for women than men. The concept of resilience, which is so central to the theory behind the Index is the most plausible explanation for such differences. Women appear to be more resilient than men in difficult circumstances. Maybe it is because they have had more practice! The greater emphasis on emotional literacy in the gender socialization of girls appears to equip females of all ages to battle through difficult times and to draw others into the problem-solving process. In contrast, masculine socialization has tended to emphasize independence and going it alone. It is little wonder than men are less satisfied with their levels of social connectedness when they discover that the fortress response to problems does not work.

The Report stated that the state with the best over-all wellbeing profile is Victoria and the state with the worst over-all wellbeing profile is Western Australia. Are there any lessons that can be learnt by politicians and local government in Western Australia to turn the situation around?

Western Australia's geographical isolation from the other states and territories of Australia would appear to be a key factor in the lower overall scores for WA. Hopefully the sitting members (and opposition candidates) in the lower scoring electorates will examine the provision of services, including public transport, childcare, sporting and recreational venues in their electorates to see if any improvements can be made to maximize the chances of increased wellbeing amongst their constituents.

Was there any finding that surprised you? Why?

The lack of correlation between high income and wellbeing has certainly been reported in earlier work, including in previous Australian Unity Wellbeing Index reports. However, the degree of extra resources that is needed to increase wellbeing by even 1 percentage point was surprising. This points to an interesting irony in the Australian psyche. A high proportion of Australians gamble on horse races, lottos, casino games, and other 'get rich quick' schemes as if a win will change their lives around, yet the evidence points to very little impact of an influx of income on people's quality of life.

How do you regard the fact that people living in the poorer electoral divisions tend to be more satisfied with their relationships and community connection than those with higher household incomes, against the backdrop of globalization and the growing divide between rich and poor?

As was the case with gender and quality of life, the relationship between household income and quality of life is quite convoluted. Taking the example of Grayndler (metropolitan Sydney) which had the lowest overall PWI (Personal Wellbeing Index) of all Australian electorates, we find that the electorate has one of the highest average household incomes in Australia but one of the highest rent and house price rates thus a lower than average disposable household income. Thus people in Grayndler can be trapped in their high-quality houses (owned, mortgaged or rented) but have little disposable income left to afford a car, holidays or childcare. Those living outside the metropolitan area may have lower incomes but also the cost of living, especially housing, is much lower so disposable income may be higher.

It could be argued that money can buy anything, including safety and social connectedness, but set point theory argues that the genetic ceiling of subjective wellbeing tempers the positive impact of greater resources. However, very high levels of income can act as a buffer such as the capacity to buy a holiday home in a less densely populated area so that periodic escapes from the pressures of urban living are possible.

What insights have been gained from comparing the Australian Unity Wellbeing Index with international studies of personal well-being?

Australians score higher on the Index than many other countries. In particular, in Asian countries the set-point tends to be lower, often related to cultural and religious (especially Buddhist) tendencies to not display too much self-satisfaction. Cross-country research between Australia and Hong Kong has found significant discrepancies in set points between the two cultural contexts. PWI scores in Australia are on a par with those in Canada, Scandanavia and Switzerland.

Is there a plan for disseminating the findings of the Index to key agencies and individuals? If yes, what would be the intent of such plans?

The report findings have been distributed to the sitting members of parliament in each of the 150 electorates and to any agencies and individuals on request. The media coverage was extensive and has generated a substantial amount of interest among community groups, local and state governments as well as federal departments and representatives. In particular community media (print, radio, and television) have taken up the issues as they apply to their local electorates. The report 13.1 is available on the web for anyone interested in the research to use.

The intent of making the Report findings widely available is to allow governments at all levels, NGOs, community organizations and interested individuals to have access to all data for each electorate such that they can develop responses appropriate for their own electorates.

17 Julie Gale

Julie Gale is the Founder of **Kids free2b Kids** (kf2bk), a non-profit organisation concerned about the increasing sexualisation of kids in the media, advertising, and clothing industries. She is also a comedy writer and performer and has performed her one woman shows at the Melbourne International Comedy Festival.

Julie has been raising public, corporate, and political awareness about the sexualisation of children since February 2007. She has generated great media interest about the issue and has appeared on television, radio and in newspaper articles throughout Australia and internationally.

Julies work instigated changes to the children's advertising codes and she also helped to instigate the 2008 senate inquiry into the sexualisation of children in the contemporary media environment.

Julie received a 2009 National Leadership Achievement Award from the Centre for Leadership for Women and is named in the 2011 Australian Who's Who of Women.

During 2010 Julie was invited to talk about the impacts of sexualisation to the Australian Federal Police, The Victorian Law Institute, Universities, School communities and Health Conferences across Australia and she was a keynote speaker with Dr Jean Kilbourne at the World Summit on Media for Children and Youth in Karlstad, Sweden.

Interview with Julie Gale

What steps did you take to make your vision a reality and what did your collaboration with others involve in getting the project started?

I told two other women about my idea to convene a meeting between politicians and child development experts, and to raise public debate about the issue.

They were generous enough to provide seed funding to get the project off the ground.

I realised that to receive funding I would need deductible gift recipient tax status, or alliance with a group who did have it.

I asked Young Media Australia if they would partner me in the campaign, as it was already an interest area of theirs – and we formed an alliance together.

I started networking and finding out who were the key people concerned with the issue at that time. When the media became involved – the networking expanded rapidly.

Is kf2bk financially self-sustaining?

At this point, the initial seed funding has been very helpful, but is running low, and so I will be applying for funding over the next month or so.

I am in a better position at this end of the year to apply, because I have a clearer understanding of what is required to run the campaign, and what steps need to be taken next ie: research, surveys, policy, advocacy, public awareness, etc

What is your vision and mission for kf2bk?

My vision is that corporation, industry, and adults in general, take responsibility for what children are exposed to – and how they are represented.

Kids free 2b Kids aims to:

- Keep the issue of the sexualisation of kids in the media at the forefront of public debate.
- Provide educational information to the community, outlining the potential psychological and physical repercussions of early sexualisation of children by the media.
- Minimize indirect sexualisation through educational awareness programmes for parents, schools and children.
- Provide an avenue for concerned members of the community to petition companies and, if need be, regulators to stem the trend towards sexualisation of kids.
- Collect evidence of current commercial practices that are causing concern, and provide a conduit for complaints to regulators

• Push for an independent regulatory body which oversees all children's interests in the media

What have been your major achievements and stumbling blocks thus far?

Some of the achievements

- Much public awareness had been raised and kf2bk has received thousands of emails from a broad cross section of the community both Australia wide and internationally.
- The AANA (Australian Assoc of National Advertisers) is reviewing the advertising code for children.
- An internal enquiry into the sexualisation of kids has been given to ACMA. (Australian Communications & Media authority).

(I'm not happy with this outcome - A motion about an open enquiry into the sex of children was originally put to the senate by Sen Lyn Allison but was amended by Sen Helen Coonan. ACMA only oversee a limited section of the media – and doesn't include billboards, young girls' magazines etc.

It feels like lip service and should be an open enquiry including submissions from child development experts & other relevant individuals and organizations.)

- I have networked with many experts and organizations concerned about the sex of children both Australia wide and internationally, and currently I'm working on forming a global coalition.
- I have frequently spoken in the media about the sexualisation of children since March this year.

Some of the stumbling blocks:

There have been many challenges along the way – I've needed a lot of patience and perseverance!

• Getting the website up and running was important, and although it's been operational for many months now, finding the right person with the right technological knowledge to keep it up to date, and to sort out the database has proved difficult. (for a number of reasons). One of my disappointments & frustrations is that I don't have a system in place yet,

where I can regularly send out newsletters, or mass emails to contact all the people who have taken time to register – so that I can keep them updated or ask them to join in on specific campaigns. I hope to have this sorted by the end of the year.

- I was paired up with legal representation (pro bono) from a major
 Australia wide Law firm, as I needed to be clear about the copyright laws
 regarding images I wanted to show on the website and in my power
 point presentations. Unfortunately, as soon as I asked questions about
 what I could and couldn't say about the corporations I was dealing with
 – the legal firm cited 'conflict of interest' and withdrew their assistance.
- My computer skills are quite basic in fact I had to learn how to send an attachment at the beginning of the year, so I'd love to get funding to have an assistant who understands filing systems, computers, databases etc that'd make life a little easier.
- On a practical level, getting my family to work together as a team, and not rely on me to organize their lives so much, because they've been used to me being on call and available...has proved challenging. My kids are nearly 12 and 10, and I think it's been very good for them to have to become aware of what it takes to be organized.
- One of the major stumbling blocks is to not let cynicism take over and feel that I'm being idealistic to expect that change can and will occur. At times I feel overwhelmed and angry with the fact that corporations are allowed to get away with basically corrupt and manipulative methods of targeting our kids – and that an industry which regulates itself (advertising) continues to allow children to be exposed to imagery which is harmful to their development.

In your view, how short does the Advertising Standards Bureau fall in relation to its governance of regulating advertising targeted at children?

This requires a long answer – however to be brief – the Australian Association of National Advertisers has a very limited code of ethics dealing with sex & nudity.

It does not include provision for the impact of the sexualisation of children. It does not include provision for the sexual objectification of women (or men). This means that when the community complains to the ASB, most of the complaints regarding these issues are dismissed.

- Self regulation is failing our children and that is why kf2bk (and others, including child development experts) are demanding an independent regulatory body which oversees all children's interests in the media.
- Billboards are not screened or vetted before they go out into the public arena. This system is a reactionary system, which relies on the public complaining before any action takes place – and this is a problem because of my first point.

In an election season, what promises have you got from the various political parties as to how they will stamp out the sexualisation of children in advertising and retail?

Both the Prime minister and the opposition leader made statements about the sexualisation of children a couple of months ago.

As I've already indicated – the pending internal enquiry into the issue by ACMA is far from acceptable and extremely limited.

Labor has stated in their policy that they will have an open enquiry – but there is not enough information by any political party about a commitment to action yet.

There have been numerous studies done – for example:

- 'The Portrayal of Women in Outdoor Advertising' (2002), which makes reference to the effects on children –
- the recent 'Media Code of Conduct Working Group on Body Image Report'.

And also research & expert recommendations:

- The American Psychological Associations Taskforce on the sexualisation of young girls.(2007).
- The Australia Institutes 'Corporate Peadophilia' and 'Letting Children be Children'. (2006)
- The recent Australian Psychological Society's guidelines for parents on the sexualisation of children.

Enough money spent on reports -

Enough research confirming there is a problem - action is now required!!

For anyone interested in supporting your campaign, what can they do?

I invite people to have a look at the website to read more about the issue and to register their name as a way of voicing concern. I always ask people to pass on the website address to anyone else they think would be interested.

18 Jennie George

Jennie came to Australia when she was three years old, as part of the wave of postwar immigration. She grew up in migrant hostels and her first home was a Housing Commission flat. She was educated at Burwood Girls High and won a scholarship to Sydney University where she studied to become a teacher. She was made a union representative at Bankstown Girls High and then became the first female secretary and later president of what is now the Teachers Federation. In 1983, she was elected as the first woman on the ACTU executive and became the first female full-time officer in 1991, as the assistant secretary. In March 2000, she stood down as president of the ACTU, having represented the union movement through the Howard-Reith regime, including the maritime dispute.

She has been a delegate to a number of state and national ALP Conferences and campaigned on behalf of ALP candidates in marginal seats in the last three Federal elections. Jennie has been involved with community groups in Throsby, on issues including industry policy, job creation; traineeships and the impact of the GST on pensioners/retirees and low-income earners.

Interview with Jennie George

Why do you believe the glass ceiling exists for women? In which sectors have you found women to be most under-represented in?

The glass ceiling exists because simply it has been a "man's world" - a woman's place historically has been in the home caring for family. A public/private divide.

Women are under-represented in places where decisions of importance are made — in the corporate world, in politics, in unions, on company boards.

Are you aware of any strategies, within an industry or organization, which have been successful in dismantling this barrier?

A genuine commitment from top managers to redress injustices and support diversity and promote women on their merits.

What policies do you think are needed at a political level to encourage a) Women to undertake leadership positions? b) Organizations, both public and private, to identify and promote women to executive positions?

The Affirmative Action Agency had a positive impact in raising women's under-representation. However, it was too easy just to 'tick a box' and give the perception of real change.

What strategies did the ACTU undertake to eradicate barriers for women in the workplace while you were President? What difficulties did you encounter in doing so?

The ACTU adopted affirmative action Rules to ensure 50% female representation by 2000 - in a staged approach.

Issues to do with family friendly workplaces, parental leave, superannuation for all workers, elimination of sexual harassment at work were all vigorously promoted by the ACTU.

What have been some of the challenges that you have had to overcome to get to where you are at today in your professional life? Has the glass ceiling been one of them? How have you dealt with the challenges that you experienced?

Breaking down the cultural stereotype that defined union work as men's work.

To what factors do you attribute the difficulties that you have encountered in your career?

Being part of a supportive women's network helps to tackle the inevitable challenges.

Do men experience barriers that are comparable to the glass ceiling?

Men find it a lot easier because despite all the progress made, women continue to be the primary care-givers and family supporters.

Do you regard the political arena to be as favourable for women to advance in as it is for men?

The fact that there are only 38 women in the Federal House of Representatives - or 25% of the total number of Parliamentarians shows how far there is to go before our Parliaments are truly representative of the electorate. The ALP affirmative action policy has helped, as has the efforts of Emily's List.

Do you see a need for women who have broken through the glass ceiling to help other women to do the same? If yes, how can they do so?

Absolutely - there is nothing worse than the Queen Bee syndrome. By mentoring, encouraging and being supportive.

Are there any aims that you would like to achieve in your current position that would benefit women trying to secure leadership positions within and beyond the political arena?

You can be a leader at whatever level you aspire - be it in a community organisation, at a P & C level, at work, in unions or in politics. The main issue is to get women involved, active and participating. Once their confidence grows their potential is limitless.

19 Richard Glover

General Manager, PepsiCo Australia and New Zealand

Richard Glover has been General Manager, PepsiCo Australia and New Zealand since August, 2007. Previously he was Vice President Sales for Frito-Lay Canada, responsible for leading the field sales team to sell and service customers in Ontario. Richard joined the company in 1994. He worked across several roles in Marketing in the Frito-Lay North American business, in Canada from 1994-98 and in Dallas for 1998 to 2003. He holds an Honours Business Administration degree from the University of Western Ontario. Richard plays ice hockey and runs. He and his wife, Nana, live in Sydney with their three children: Giselle 13, Colin 10 and Kieran 7.

Interview with Richard Glover

Can you discuss PepsiCo's investment in manager training in terms of how the managers are identified and coached to develop their capabilities? Is the process geared to identifying and training women as managers?

Investing in developing high quality managers is critical to retaining talent. We invest in both formal training programs to build manager capability as well as ongoing coaching and support. We also utilize many different forms of feedback and manager assessment to help identify areas for improvement and we work with managers on closing those gaps.

Some of the areas in which we have recently invested in building manager capability include coaching and developing talent, employee recognition, holding effective performance appraisals and inclusive leadership skills. In addition, we have institutionalized weekly "One with Ones" between manager and team members to ensure regular dialogue, feedback and coaching is part of the way we work every day. Capability training is important but sustained results are derived by making coaching part of the work we do every day as managers.

How are managers trained to be more inclusive of people at PepsiCo?

One of our core values at PepsiCo is "Win with Diversity and Inclusion". We truly believe that diversity and inclusion gives us a competitive edge and is one of the reasons our company has been so successful. We recognize that just having a diverse workforce isn't enough; the culture must also be inclusive in the sense that every employee feels they can be themselves and that they are valued for their unique contribution. As such, it is imperative that we create an inclusive culture if we are to fully realize the benefits from a diverse workforce. We expect managers to create an inclusive working environment. That is why we've invested in a Diversity and Inclusion training program for all our managers (from the Executive Team down to frontline managers). But it's not just about attending a training session. We recognize that to create the kind of inclusive culture we desire; managers need to be doing the right things every day. As such, we link inclusive behaviours to managers' remuneration, via their formal performance appraisals. All managers must deliver on specific objectives around coaching and developing talent and creating a more inclusive and cherishing culture for their employees. We also provide managers with a lot of support – including coaching from their local HR teams, formal training programs, feedback methods, and various tools and templates that help them to build their capability in this area.

The Work Life Quality Program and "One Simple Thing" commitment have also helped to institutionalize work life quality discussions at PepsiCo. We put the onus for initiating discussions around work life quality on managers, not individual employees. Taking the time to discuss work life quality with employees is not an optional extra at PepsiCo – it's a required part of being a successful manager and leader. As such, the "One Simple Thing" commitment and other important talent sustainability objectives are mandated manager responsibilities (linked to manager remuneration and included in manager's written performance

appraisals). Again the transparent culture of assessment and feedback at PepsiCo means it is difficult for a manager to hide if they are failing to deliver on these important talent sustainability objectives like being an inclusive leader.

What systems are in place for women to navigate through to management at PepsiCo?

There are visible role models of successful senior women in our company. Indra Nooyi has been our global CEO since 2006, and within PepsiCo Australia and New Zealand, two members of my Executive Team are women. We have women in management roles in all parts of our business – including Manufacturing and Sales as well as Marketing, Finance and Human Resources. These women are living advertisements that women make our company stronger.

We encourage equal participation of men and women in our various leadership development programs including the Accelerated Development Program (a residential program for high potential employees).

Standard career development tools such as the Career Development Action Plan are jointly developed by employees and their managers. These are mandated for all employees at certain levels, regardless of gender, meaning women's career planning is subject to the same rigor, attention and formal documentation as men's. In this way, women are less likely to be overlooked as they might be in a more optional career development system. Formal succession planning (and associated action planning) also takes place annually and includes identification of high potential women.

In addition, in recognition that women have particular issues or needs in their road to leadership, we have provided a number of development opportunities to current or aspiring women leaders in our business. This has included sponsorship of 11 female employees from across the PepsiCo ANZ business at the Australian Women's Leadership Symposium in Sydney and additional events and programs such as forums with visiting

senior women, negotiation skills training and participation in women's roundtables.

We also have a culture of feedback and consultation which opens up the lines of communication with employees and helps us to identify any issues of concern early. We regularly consult with our employees, informally and formally (via roundtables and surveys as well as via manager-employee one with ones).

Can you discuss the "one simple thing" request which I understand is designed to enable managers to hold effective, meaningful work life quality discussions with their direct reports and to support the adoption of more flexible work. Why was this initiative instigated and how is it managed in the organisation?

PepsiCo is a fast-paced, results-driven, global company. Performance matters in our company, and our employees are renowned for leadership and commitment. Our sustained success is dependent on the contributions of some 3000 team members across ANZ. Their initiative, ideas, leadership and determination every day to make, move and sell the best quality products is what makes or breaks our success. This environment presents a challenge: how to provide the kind of flexibility and work/life effectiveness that will enable us to attract and retain talented female and male employees, without losing the performance-driven culture and commitment to results that has made our company successful year after year.

In 2008, we implemented a Work Life Quality program, (encompassing many initiatives such as the "One Simple Thing" commitment), which enabled us to successfully meet that challenge. The Work Life Quality program provides flexibility so that employees can more effectively manage their personal priorities. The "One Simple Thing" commitment was an important catalyst to create the dialogue and working environment so that employees understood that we believe WLQ is an important strategy that we would support. The mechanics of the "One Simple Thing" are straightforward: at our mid-year reviews in July, every

manager must ask each direct report "what is the one simple thing I can do as your manager to improve your work life quality?" It might be around enabling an employee to access one of our flexible work practices like working from home, or it might be as simple as allowing a longer lunch break twice a week so the employee can go to the gym. Not all requests will be approved, particularly if they negatively impact customers, cost or productivity but in most cases, managers can say yes immediately to support requests. Managers must document and report on these employee requests – the nature of the request, whether or not the request was approved or declined, and if declined the reasons why this was the case. We measure and track the results to ensure we are delivering on our strategies.

The important thing is recognising that employees have lives outside of work and it makes good business sense for us to enable them – wherever possible – to be more effective at managing their lives outside of work. This approach to WLQ has helped us to reduce voluntary employee turnover by 50% and our employees are more engaged, more loyal and more productive. Importantly, we've normalised manager/employee discussions about flexibility in the workplace and placed the onus for initiating work life quality discussions on managers, not employees. We've removed the stigma of requesting or accessing flexible work arrangements and in doing so, removed a significant barrier to women's retention and advancement.

Significantly, this has not harmed our business performance – in fact, our 2008 results were some of our best ever in terms of financial success.

What benefits have you found from PepsiCo's implementation of maternity leave? How does this policy operate and what have been the problems in establishing this policy?

Our sustained success is dependent on the talent, experience and leadership of our 3000 employees. We want to have the best leaders, and we want to keep their experience and commitment. Paid maternity leave

has an excellent return on investment since it helps us retain our talent. Undoubtedly it helps us retain talented women who might otherwise have left our company because they weren't able to manage their work and family responsibilities. If you have high performing, talented, experienced women – many of whom are at or approaching management level when they take maternity leave, we want to keep them as part of our company. The best way to do that is to make it easier for them to take maternity leave and easier to transition back to the workplace when that leave finishes. We provide 12 weeks paid maternity leave and we are flexible about transitioning women back to the workplace. For example, some women prefer to return to work in a part time capacity, at least initially, and we currently have numerous examples of women in management roles, who've taken maternity leave and then been able to return to work in a part- time capacity, without losing their management role or status.

This is a win-win – the business retains the services of an experienced, proven performer at management level, avoids the costs of turnover and retraining, and the employee has both a satisfying career and more time to manage her family responsibilities. These employees are often more engaged and loyal to the company, because they appreciate that the company has recognized they have a life outside of work, and that they are a valuable employee worth demonstrating some flexibility for. The biggest problem is changing the mindset that management roles can't be performed part time or flexibly, however we're making progress on that front too with our Work Life Quality program. The best advertisement is the women (and their managers) who are demonstrating that part time or flexible work arrangements can work at management level. We're now looking at implementing a *Stay In Touch* program for women on maternity leave, and also a Childcare Finding service to make it easier for our employees to locate suitable childcare.

What is the representation of women in management at PepsiCo?

30% of all managers and 33% of executives (banded) are women. 25% of my senior Executive Team are women (2 of 8). Compared to ASX200 figures released in the latest EOWA Census, these figures show we are doing better than a lot of companies, but we recognize that we still have a way to go before we can say we are truly capitalizing on the available female talent.

Why has PepsiCo set to increase women's representation in various levels of the organisation?

We believe that a diverse workforce gives us a competitive edge and drives better, sustained performance. Women are at least 50% of the available talent and in fact we're seeing women increasingly represented in the graduate population. Women make or influence 80% of purchasing decisions. But if you look at female representation in the management ranks of many companies, you don't see female representation that reflects those figures. To me, that all adds up to a big opportunity for any company that can capitalize on female talent. I want PepsiCo ANZ to be a best employer, one that talented women feel has opportunities for them to lead and succeed.

How do you describe your leadership?

Leadership at PepsiCo is not just about delivering business results, but also about delivering on people results – things like coaching and developing talent and creating an inclusive culture are seen as necessary competencies all our leaders must develop. This is not a company where you can achieve great business results at the expense of people, and be seen as a successful leader. You must consistently work at and deliver on both business and people results. Everything we do reflects that philosophy, for example, our performance appraisals give equal weighting to business and people results, and manager's remuneration is directly linked to their performance on both aspects of leadership. We regularly

assess managers' performance via 360 feedback and other tools, and all of us are expected to take that feedback on board, and continue to work on improving our performance as leaders.

What are your observations of the difficulties women encounter achieving their leadership objectives in private industry in Australia compared to the other countries you have worked in?

With PepsiCo, I have worked in Canada, US and now Australia. I think the challenges are similar for all employees, including women – and the most common issue is about effectively balancing the challenges of a busy life with the demands and opportunities of one's job. One of our core values is to "Win with Diversity and Inclusion". You will see a common commitment and strategies to support flexibility, training, and a real drive for diversity across all our businesses because we see this as a competitive advantage. This opportunity is true in Australia as well as Canada and the US.

What strategies would you recommend for other organisations to consider to enable women to break through the glass ceiling in workplaces?

There are no easy solutions. While I am proud of the progress PepsiCo has made, we remain on a journey to increase the representation of women in leadership. What has worked for us has been visible female role models, a clear message from the top that Diversity and Inclusion is important in this company, backed up by linking key objectives to managers remuneration via performance appraisals. A willingness to critically examine your organization and then make the required changes is also important. Ultimately, we are talking about a business opportunity here – to get a bigger slice of the female talent that will enable our business to succeed - and we need to tackle it as we would tackle any other business opportunity, rather than as a feel-good activity.

What are your concerns about the current financial crisis and its impact on PepsiCo ANZ?

The current financial crisis represents an opportunity for PepsiCo ANZ to distinguish itself as a best employer. While other companies are laying off employees, cutting back their training budgets and putting salary freezes in place, PepsiCo ANZ is continuing to hire and continuing to invest in our people. For example, we're continuing with our Accelerated Development Program – which is a residential leadership development program for our high potential men and women, we're continuing to invest in developing the leadership capability of our people managers. We've just launched a new Employee Recognition program called "Applaud" and have invested in training our people managers in the importance of leadership, communication and employee recognition. We're continuing with our Work Life Quality program including the One Simple Thing commitment, and we're continuing to do the things that we know will attract, engage, develop and retain the talent we need to make our business successful.

20 Pru Goward

Federal Sex Discrimination Commissioner (2005-2007)

Pru Goward was elected to the NSW Parliament in March 2007 as the Member for Goulburn. She has served in the position of Shadow Minister for the Environment and Shadow Minister for Women, and from 2008 to March 2011, as the Shadow Minister for Community Services. Pru is delighted to be the NSW Minister for Family and Community Services and the Minister for Women, following the victory of a NSW Liberals and Nationals Government on 26 March 2011.

Prior to entering Parliament, Pru served as Australia's Sex Discrimination Commissioner for six years from 2001, and the Commissioner responsible for Age Discrimination from 2005 to 2007. During her time with the Human Rights and Equal Opportunity Commission she became best known for her advocacy of a national paid maternity leave scheme, the implications of demographic change, and the challenge of work-life balance.

An economist by training and a broadcaster by practice, Pru spent 19 years with the ABC as a reporter and national political commentator for television and radio. She has received a number of awards for journalism, including a special Walkley Award, journalism's highest honour.

In 1997 Pru left broadcasting to become Executive Director of the Office of the Status of Women in the Commonwealth Department of Prime Minister and Cabinet, and was later appointed Government Spokesperson for the Sydney 2000 Olympic Games, responsible for media management of the thirty Commonwealth Government agencies.

Pru started work as a shop assistant and later as a cleaner and waitress. She has also been a university Economics tutor, a University lecturer in Broadcast Journalism, a high school economics teacher and media consultant. She has authored two books: A Business of Your Own, success strategies for women in business, and co-authored, John Howard, a Biography with her husband, David Barnett.

Pru is a former Chair of the Council for Australian Arab Relations, Deputy Chair of Anglicare (Canberra and Goulburn), and a former member of a number of boards including the John Curtin School of Medical Research. Pru has represented Australia at international forums and negotiations, including APEC, and has been an official guest of the Governments of the United Kingdom, Germany, New Zealand and Israel. Her speeches have been reproduced in several important collections.

In 2001 she was awarded a Centenary Medal for her services to journalism and women's rights, and in 2007 an Honorary Doctorate of Business from Charles Sturt University.

Pru Goward launched her interim paper on the issue of Paid Maternity Leave in April 2002. Of the public and political debate that has ensued since then, she asks,

"We have to wonder, is the volume of debate that has been generated around this issue really warranted? This is not a debate about hard hitting ethical issues. We are not contemplating stem cell technology, the finer points of human cloning or the right to life. This is a debate about providing women in Australia with a basic payment. A payment that has been available to women in most other countries for decades now. Introducing a national scheme of paid maternity leave in Australia in the year 2002 is hardly revolutionary thinking! It is not going to place Australia at the global forefront of innovative social policy measures. To the contrary - it will simply counteract our lag!"*

Arguing that the amount of money required to "fund a national scheme of paid maternity leave - considering the objectives and nature of such a scheme - is hardly a figure to raise eyebrows"* and that "despite hard evidence, Australian companies record higher retention rates since introducing paid maternity leave and that she will not "recommend that employers alone pay for paid maternity leave,"* Goward continues to vigorously and publicly debate those who believe that paid maternity leave is not a desirable option. This has clearly meant going against the Government that appointed her and continues to oppose the introduction of paid maternity leave.

"Under our current system of paid maternity leave - ad hoc and employer pays - women with high education and skill levels in full time work have greater access to paid maternity leave...It is women on low incomes who are therefore least likely to have access to paid maternity leave, and who, along with their babies, would benefit most from the introduction of a national scheme of paid maternity leave."

^{* (}Speech delivered by Pru Goward, Federal Sex Discrimination Commissioner at Frozen Futures, co-hosted by the Australian Association for Infant Mental Health and National Investment for Early Years, University of Sydney, 14 November 2002)

Interview with Pru Goward

How did you come to be of the view that favours Paid Maternity Leave for women? Was this a personally held view or did it emerge from researching the issue?

It emerged from researching the issue. It was only after seeing the return to work figures that I realised so many women were coming back to work with young babies (not the case in my day). Hearing the evidence from employers' groups and unions only confirmed that many young families have no choice but to have both parents working when their babies are tiny. While the idea of enterprise bargaining fixing the problem seemed attractive, it is unlikely to ever extend to lower-paid and lower-skilled workers, and for this reason I believe a national scheme is necessary. Primarily, I saw it as a health and wellbeing issue for women and their babies that was well overdue, and was strongly supported by evidence I received from health professionals. However, as we increasingly examined the conditions under which women in Australia work with children, it was clear that the lack of support was also affecting the number of women wanting to have children and the number of children they could have.

What difficulties have you encountered in wanting to secure a national scheme for Paid Maternity Leave for women and how are you mentally coping with this challenge?

There are a range of social critics and people in political and business circles who are opposed to the proposal. The scheme is very affordable (\$213 million a year for 85,000 women) so the objections are not about the cost. This is frustrating, but completely understandable and it will be a challenge winning them over. I am a strong believer in evidence-based arguments, and I think the Australian public is always interested in factual information. The facts are on the side of paid maternity leave, so the facts will do me.

Given that the disadvantages that women experience in the workplace, for example, the gender pay gap and lack of opportunities for promotion for women employees, is as a consequence of being the bearers of and the primary carers for children, what do you see as being necessary to change policies and mindsets that continue to not accommodate the life experience of women who work and mother.

Firstly, we have to value parenting more and encourage the development of work and family practices that create and maintain happy families rather than work against them. We have tried ignoring the needs of working parents and all we have achieved are unhealthy levels of stress that result in not having enough family time. It's time to take positive steps to strengthen families and paid maternity leave is a fundamental step along the road to stronger parent-child bonding.

We also need a change in mind set to ensure men feel part of families and want to take an equal share of the parenting load. No man ever died wishing he had spent more time in the office, and we need to ensure our young fathers have the opportunities to care for their children that their fathers did not.

What do you see as being some of the significant successes you have achieved in your appointment as Sex Discrimination Commissioner?

That's really for others to answer, but clearly the country is now having a very vocal and thorough discussion about these issues which was not the case even two years ago. The discussion needs focus though and paid maternity leave has provided this focus.

What are your thoughts on the proposed amendments to the HREOC Bill, which as I understand, will lead to your position and the other commissioners being replaced by 3 generic commissioners and will require the new Commission to seek approval by the Attorney-General to intervene in court proceedings that raise human rights issues?

The Commission's position on the Australian Human Rights Commission Legislation Bill 2003 can be accessed on our website at www.humanright.gov.au

Since taking on the position of Sex Discrimination Commissioner, I have found the Sex Discrimination Act to be badly in need of jurisprudence and case law, so I am keen to see that we are able to intervene as often as we believe to be useful. The potential loss of specific titles such as Sex Discrimination Commissioner would be frustrating for members of the community who want to take their concerns to someone who is identified with the issue and has expertise in this area. The problem for Commissioners is that this expertise takes time and experience to develop. If Commissioners were responsible for any and every form of discrimination it makes it much harder to develop an expertise in any of these very complex social and legal areas. However, with good will, the Commission should be able to ensure that, regardless of our titles, we will retain our specialist areas of interest. We will be *de factos* rather than *de jures*!

What action are you taking about these proposed changes to HREOC?

The Commission has already provided a submission to the Senate on the proposed legislation and it is now a matter for parliament. (see website above)

What advice would you give to other women who are interested in being employed in senior leadership positions related to women's issues in the public sector?

Ensure you have a very thick skin, because even among women you will never please everyone and sometimes not even a majority.

Like all leadership positions, it is important that the positions you take and the changes you propose are evidence-based and relevant to community interests. If this is not the case then you should be asking why you are spending time on it.

Have patience and learn the joys of repetition and iteration - saying or doing something once is never enough.

If you are in the public sector, remember that you are a public servant and there are certain limitations accompanying this. If you are in public life, remember that yours will never be the only viewpoint. Learn to understand and proactively out-argue your opponents.

To view the speeches and Reports by Pru Goward on Paid Maternity Leave see the Website of the Human Rights and Equal Opportunity Commission at www.humanrights.gov.au

21 Jacey Graham & Peninah Thomson

Authors, A Woman's Place in the Boardroom

Jacey Graham (BA (Hons), ACIB, FRSA) is a partner and co-founder of Brook Graham LLP, a global consultancy company specialising in the strategic management of Diversity and Inclusion. She originally started professional life as a banker but moved into Human Resources, where she held various corporate roles in talent/career management and leadership development for the Lloyds TSB Group. In the mid 1990's, as head of Executive Succession for Lloyds TSB, Jacey devised and led the implementation of a strategy, which resulted in a substantial increase of senior women in the bank's talent pipeline.

Jacey moved to Shell International as head of Diversity Strategy and Planning in 2001 and whilst her work encompassed broader aspects of diversity in cultures around the world, the career advancement of women remained a central theme. Shell received awards for work in this field in the US (Catalyst Award 2004), UK (Opportunity Now Award 2004) and Holland (Employers Diversity Award 2003).

In 2003 Jacey co-founded Women Directors on Boards, a UK consortium aimed at developing solutions to the lack of women as main board directors. Working with CEOs and Chairs of FTSE 100 companies, she co-directs the FTSE 100 Cross-Company Mentoring Programme for executive women on behalf of Praesta Partners LLP.

She is a graduate of ExeterUniversity, an associate of the Chartered Institute of Bankers and Fellow of the Royal Society of Arts; she is married with two grown-up step-daughters and lives in the UK.

Peninah Thomson BA (Hons)

Peninah Thomson is a partner of Praesta Partners LLP, the UK's leading executive coaching firm and sponsor of the FTSE 100 Cross-Company Mentoring Programme. She was formerly a director and then a partner of The Change Partnership, part of Whitehead Mann Group. Before that she was a director in the London Office of PricewaterhouseCoopers. She began her career in the UK Foreign Office working for the Board of National Delegates of NATO in Paris. She has worked extensively with chief executives and boards in the public sectors on strategy, organisational change and culture, and leadership.

Peninah has worked extensively with Chief Executives and Boards on strategy, organisational change and culture, and leadership. She specialises in 1:1 and group work applying her technical skills in coaching, process consultancy, facilitation,

counselling, and psychotherapy, grounded in a broad experience base, an approachable style, maturity and common sense. She combines an interest in the process of managing change with an analytical approach to the substantive issues that cause change. Her combination of technical and process skills enables her to carry conviction, and she has been engaged by the IBRD and by a number of Boards in the private sector and in Government specifically to help in the conversion of conflict to a negotiated settlement.

Interview with Jacey Graham & Peninah Thomson

Have either of you experienced the Glass Ceiling? What personal insights have you drawn from your own experiences?

Jacey – Yes I believe I have. Based on my own experience I would say that sometimes you have to accept reality and be prepared to move out of a company or division etc, in order to move up. There is only so much hitting up against glass ceilings one can do without being left with an almighty headache! I also think it is good to move companies to let people see you in a different light – there seems to me to be some truth in the saying that "a prophet is never recognized in his (or her) own land"!

In the book, A Woman's Place is in the Boardroom, you say that women on boards lead to a deeper cultural adaptation to the marketplace given that women form the majority of customers in many sections of the market. How do you regard women's presentation of their achievements and value to an organization when seeking leadership positions? What advice do you give to women in how they present themselves for board leadership positions?

The mentors in our programme have advised mentees that they should be selective about the boards for which they put themselves forward. They should be looking for companies where they can add value through a specific match of their skillsets/experiences with the company's strategy and business challenges. The mentors also advise that women should only put themselves forward for company boards that they will enjoy serving on, in terms of the business and the people.

Can you explain why there is a mismatch between the gender balance of boards, the marketplace and new graduates?

In a nutshell, the reasons are historic and cultural. The cultural differences are now the main reasons however we do not think women are any longer being intentionally excluded.

What is the link between the proportion of women on boards and financial performance?

Actually we talk about this in Chapter 1 of our book so can we refer you to pg 9 – 15.

You refer to Matt Ridley's theory of how women and men have evolved in the context of the roles they played in Pleistocene Society and how this could be an underlying basis for the concept of hierarchy being masculine. How does the Queen Bee Syndrome sit within this framework as it also implies a hierarchical structure of power that some women adhere to?

In this context, you could possibly explain the Queen Bee Syndrome as one of "survival instinct". In the early days of corporate success, women had struggled so hard to get to the top and had to behave in male ways to be included that some of them guarded their positions closely and as the phrase goes, 'pulled the ladder up beneath them'. Fortunately, you don't see so much of that behaviour now although you do occasionally encounter it. Although some definitely still exist, Queen Bees are more of a dying breed now.

When you canvassed the opinions of CEOs and/or Chairmen of FTSE 100 and S&P 500 companies in relation to appointing women directors, the value of diversity and increasing the number of women on boards and committees, what aspects did you find appalling and impressive in the perspectives these Kings were offering about such gender bias issues?

There wasn't anything 'appalling' but we found it surprising that the Chairmen were saying there were not enough women with the right experiences for board positions, or if there were, they (the chairmen) just didn't get to meet them.

What was impressive and continues to be, is the willingness of the chairmen and CEOs to play a personal part in changing the situation.

In your interviews with corporate kings you also found that child bearing and rearing was not a major issue and is a problem for companies as for women. Do you feel that this opinion in reality is to the contrary, as women stop climbing the corporate ladder when they choose to have and raise children and when they return to the workforce, organizations do not always assist them resume the climb?

It was also interesting that this issue was not important to the Marzipan women (the term you use to refer to those women in the management layer below the board).

Clearly, childbearing and how companies cope with this, is vitally important for keeping the flow of women constant throughout all stages of the talent pipeline. But in our work, we are focusing on the women already in the Marzipan Layer (a phrase first used by Laura Tyson in her report on the diversification of corporate boards) and by the time women with children have reached this layer, they have mostly got help in dealing with the childcare issues they are still facing.

Can you refer to what you found were common in the views expressed by the corporate kings and the Marzipan women?

Both the chairmen and the women they are mentoring, recognize the importance of sponsorship in their career progression. Also there is a commonly held view that operating experience, P & L etc is a more likely base from which to be considered for a NED (non-executive director) position. This is a dilemma for some of the women who have progressed to senior roles through functional routes such as HR, marketing, Comms etc.

What would be some of the descriptions you would apply to the culture found at the top of large companies? How do these cultures pose difficulties for women wanting to participate at the upper echelons?

We talk a lot about this in the book, but on the whole corporate cultures are still transactional rather than transformational and this plays better in general to predominantly male styles of leadership and communication. Where women have a more transformational style (we refer to Carlotta Tyler's analogy of the "spiral vs the arrow") they can find the transactional way of doing things quite abrasive and 'unnatural.'

What were some of the comparative findings you uncovered in terms of how women are treated in the US and UK?

We didn't find any differences in terms of corporate findings. However we did explore why there are so many examples of American women having made it to the top of British companies. Both the US and UK women we interviewed felt it had something to do with the whole 'can do' culture of the US and the way in which Americans are educated and brought up (girls and boys). Some British women describe American women as more assertive or even pushy, but we very much liked the analysis of an American female director who told us that women in the US know how to be "graciously firm."

What changes do you feel writing your book has made in the corporate world for women? Has anyone taken note of your conclusion that demographic change is inevitable and will demand that organizations are going to have to employ more women?

We have been delighted with the very positive feedback that our book has received, amongst women in the corporate world, but also amongst the senior men. We purposely tried to ensure this book presented logical and data-based reasons for change which grabbed the attention of the corporate kings and all those with accountability and the opportunity to make change happen. We wouldn't say that the demographic argument has been any more or less persuasive than the others we use in the book.

Although organizations are going to have to employ more women, you do say, however, that a new compact between sexes must be reached. What do you see this as involving?

We do write about this in detail in the book but essentially we argue that both styles (male and female) need to be recognized, valued, integrated and leveraged in business. This is not about men trying to become more like women or vice versa but it is about business drawing on the varied and valued contributions of all of its constituents in order to remain competitive and solve the problems of the twenty first century – in fact I realize I am re-iterating almost the final paragraph of our book!

Can you discuss how the FTSE 100 Cross-Company Mentoring Programme works and its benefits to mentees.

This would probably end up being an essay in itself! We do talk about this in Chapter 5 (Bridging the Gap) and have since provided a more up to date summary for a very good publication produced by the European Professional Women's Network (Women@Work no 7: Mentoring - A Powerful Tool for Women) pwnglobal.net

22 Michael Grose

Writer and Speaker

Michael Grose, Dip.T., B.Ed., M.Ed.St. is one of Australia's most popular writers and speakers on parenting and family matters. He is a former teacher who for fifteen years spent five hours of every working day surrounded by kids. Currently he coaches parents all over Australia to be more effective family leaders.

This hands-on experience together with his work with families and parents over the last fifteen years has enabled Michael to become one of Australia's most popular parenting educators.

He is –

- The author of 6 books, including the highly acclaimed One Step Ahead, which has been released in the United Kingdom, Ireland and South Africa.
- The author of over 300 columns in newspapers and magazines across Australia
- The presenter of keynotes and seminars in the education, community and corporate sectors
- The creator of a range of high-quality parenting resources that are in at least 50 per cent of Australian schools.
- The first person to conduct a parenting seminar in Parliament House Canberra, in May 2004.

Interview with Michael Grose

What attracted you to a teaching career and how did your current role as a parenting expert emerge from that teaching background of 15 years?

I went into teaching by design and the parenting field by accident. I underwent post-graduate study to assist my teaching and did a lot of research about parenting for my course. I conducted many parenting program as part of the course too. I turned my research into a book, which sold well and bingo a new career was born.

What do you find are the common issues that Australian parents voice in relation to parenting?

Sibling fighting, behaviour management and working with their partner amicably are big issues currently for Australian parents. Lack of confidence is a problem. Research shows that mothers want ideas regarding behaviour management and promoting confidence while dads want ideas to help them understand relate to kids.

From your work with children, what do you find that children want from their parents who work and do not work?

Children don't mind if their parents work however they do mind if it interferes with their lifestyles.

They don't want mum to come home tired nor dad to come home with a bad mood.

Parents being there for their important milestones is also a big issue for them.

What do you regard as being 4 essential skills that parents should possess for effective parenting?

- 1. The ability to encourage
- 2. Good assertive behaviour management
- 3. Being able to speak to kids in a way that children will listen
- The ability to distance yourself from your child and have a life of your own outside theirs.

How can schools work with parents to help children with behaviour management and develop leadership potential?

It would help if parents weren't so defensive about their children and also less protective.

One of your online courses is about creating a boy-friendly school, can you explain this issue is significant?

Boy-friendly schools have teachers who like and appreciate boys. They use a variety of learning activities that cater for all learning styles. They have a physical environment that caters for boys' needs. They focus on literacy in the early years too. Not all schools are boy-friendly in these ways.

What type of support would you like to see available for parents or carers in their role of parenting?

More counselling, education and help needs to be given to parents of children from 2-4 years old and 11-14 years old. Both problematic times where parents are often stuck.

What are your thoughts about children being raised in single parent families?

It is hard work as single parents need to be both mother and father and there is no break. It can work well as long as both parents (if alive) put aside their difficulties and work together for the good of the children. It does happen.

How do you juggle work and family life?

By being home when I am home and never bringing work home in my head or physically. By working with my wife to understand the rhythms of busy and slack periods. I have a relaxed/me state of mind when I travel so I take in the sights when I am away. I have the luxury of not having to worry about my kids as my wife is home doing that!

23 Diane Halpen & Fanny Cheung

Authors of Women at the Top: Redefining Success as Work + Family

Very few women make it to the top of their profession and among those that do, almost half have no children or other care giving responsibilities. The message for working women everywhere has been clear: to make it to the top, you have to pick one—your family or your career.

In their book, Women at the Top, Diane Halpern and Fanny Cheung present a new look at how women can create dually-successful lives and answer the most pressing question of our time—can women have it all? I interviewed both authors about their book. Women at the Top.

Diane F. Halpern, Ph.D.

Diane F. Halpern is Trustee Professor of Psychology and Roberts Fellow at Claremont McKenna College. She has won many awards for her teaching and research, including the Outstanding Professor Award from the Western Psychological Association, the American Psychological Foundation Award for Distinguished Teaching, the Distinguished Career Award for Contributions to Education given by the American Psychological Association, and the California State University's State-Wide Outstanding Professor Award.

Diane was president of the American Psychological Association in 2004 and is a past president of the Society for Teaching of Psychology. Her recent books include Thought and Knowledge: An Introduction to Critical Thinking, Sex Differences in Cognitive Abilities, and Women at the Top: Powerful Leaders Tell Us How to Combine Work and Family. She joined Mike Gazzigana and Todd Heatherton as the third author of the third edition of the introduction to psychology textbook Psychological Science.

Diane has been identified as one of the "Eminent Women in Psychology." Her many previous books have all received acclaim and have become the "gold standard" in their field. Please see her books for the reviews.

Fanny M. Cheung, Ph.D.

Fanny M. Cheung is Professor of Psychology and Chairperson in the Department of Psychology at The Chinese University of Hong Kong. Since 1975, Dr Cheung has been active in promoting rights of and services for women and the disabled in Hong Kong. She spearheaded the War on Rape campaign in the late 1970s and founded the first community women's centre in early 1980s. She mobilised women's groups to

advocate for the establishment of a women's commission and the extension of the UN Convention on the Elimination of All Forms of Discrimination Against Women to Hong Kong. She has been actively involved in supporting psychiatric rehabilitation for 20 years. In response to residents' rejection of facilities for the disabled in the community, Dr Cheung has run a series of public education campaigns since the 1980s to change attitudes and promote public acceptance of mental handicap and mental illness.

Dr Cheung has served in many government committees and advisory bodies. She was awarded the Badge of Honour in 1986, appointed as Justice of Peace in 1988 and awarded the Honour of Officer of the Most Excellent Order of the British Empire (OBE) in 1997.

Dr Cheung's research interests include gender roles, violence against women, personality assessment, and psychopathology among Chinese. She has co-organized a number of international and regional conferences and workshops on psychology, mental health, and gender.

Interview with Diane Halpern and Fanny M. Cheung

How did you come to develop an interest in the work-family area such that you both collabourated in writing this book?

Fanny and Diane met in 2001 during a court case in Hong Kong regarding the way girls and boys were allocated spaces in secondary schools. During the long period in which we worked on the case, we became friends and realized that we had many common interests, including the way women, especially mothers, manage demanding high-pressure careers and family responsibilities.

For Fanny who has campaigned for women's status and development in Hong Kong and China for the past 25 years, she recognized that many of the barriers to women are based on their gender roles, especially the traditional roles tied to caretaking in the family. Women's roles in society have changed in many ways in the 20th century. Building on the achievements of the women's movement in the 20th century, she expanded her attention to women as agents of change. She wanted to learn from the role models of women who have overcome these barriers.

How did you go about co-writing this book? Was the process challenging?

The ideas for the study came from Fanny who was awarded a Fulbright New Century Scholar award in 2004 to conduct a study on work-family interface in Chinese and American women leaders. Fanny did all of the interviews, so she is the driving force that lead to this book. Diane hosted Fanny for her study in the United States, and collabourated on the psychological and cross-cultural interpretation of the results. We were fortunate in being able to work together on the book.

In your interviews with 62 women leaders from China, Hong Kong and the United States, what did you find most moving and inspirational about their stories and was there anything that shocked you?

For Fanny, learning from the life experiences of so many successful women was most rewarding. The women leaders were generous and candid in sharing the joys and challenges in their lives. They were keen to offer lessons they have learned to future women leaders.

For Diane, the stories told by the Chinese women, who grew up during the Cultural Revolution, were the most fascinating. They told about a chilling period in history when books were burned and education was denigrated. Yet, they managed to succeed, sometimes by joining the military, other times surviving extreme poverty and hardship. Their life stories made history come alive. Both Fanny and Diane were surprised by the crosscultural similarity in the lives of these extraordinary women. Originally we thought there would be more cultural differences between American and Chinese women, but we found all of the women leaders in our study put their family first and devised ways to integrate their work and family roles. We called this the "culture of gender" because being female seemed more salient that being American or Chinese.

One of the concerns you have about current understandings of the work-family issue relates to the dichotomy between these two areas and the notion of sequencing in how women manage their child raising and their career. Can you please explain these concerns and how you would rather that the work-family issue be acknowledged?

These highly successful women, for the most part, did not compartmentalize their lives. Work and family flowed together. Diane had some trouble recognizing the dichotomy of work and family as being a western concept. She learned that it is only by stepping away from one's own culture that we are able to see it. Previous psychological research conducted in the West emphasized the conflict between work and family domains. We prefer to think of work-family combinations or interactions rather than two separate spheres of life. It seems more natural and the women we interviewed agreed. They showed us it is possible to weave these spheres together.

Why do you argue for an integration of the work family spheres as rather than a separation?

We all live one life, not two. Highly successful women need to find ways to care for family members and handle high levels of stress at their jobs. This means that they have to be available to children at various times during the day, often leaving work to attend school plays or teacher conferences. They need to be able to work at home after the children go to bed or at other times such as waiting in a doctor's office to fit it all in. Strictly compartmentalizing work and family will make it more difficult to "do it all." To some of the women leaders, they valued their work because they contributed to their family.

Do cultural differences influence perceptions of work-family?

Certainly. For many Chinese, working long hours is done in service of one's family, so it not seen as being anti-family. There are also cultural differences in how the family roles were being performed. For example, Chinese mothers emphasized the family dinners and children's

homework; American mothers emphasized attendance of their children's ball games and school plays.

With society's gender expectations and division of labour being dichotomous to workplace policies, how effective do you think regulations can be to bring about change when prejudicial attitudes are systemic?

It is hard, perhaps impossible, to have equality at work as long as there is inequality at home. Diane thinks that we need social and legal policies to create change, recognizing that the reality of equality will lag the legal requirements. True social change takes time, but we can hasten it with social and legal policies. Fanny believes that social and legal policies should be complemented by sustained public and family education from a young age. It may take a few more generations before true equality in work and family domains becomes the norm.

How do you implement your philosophy in workplaces you consult in?

We still struggle with ways to integrate work and family. The exact nature of the demands varies with the family care responsibilities we have and the characteristics of our work. When Diane's children were young, she left work earlier than she does now that they are grown. Our challenges vary throughout the adult life cycle. In Hong Kong, Fanny is fortunate to be able to be supported by affordable domestic help. She also chose to live on campus to save time from commuting. Instead of looking for "how to" answers, it is sometimes better to develop a philosophy and vary one's actions in accord with that philosophy.

In becoming successful leaders in your fields, how have you juggled work and family demands?

Sometimes well and sometimes not as well. Fortunately, we both have supportive husbands. We recognize, however, few if any marriages are actually equal in terms of who is responsible for childcare and other family care responsibilities. Young women are likely to say that they want a husband who will share all of the work (and joy) of caring. We privately

wonder how many will find these characteristics in a mate. In our book, we interviewed only women leaders who were or had been married. Unfortunately, we did not have a sample of successful lesbian women with children. We assume that many of the findings might be the same, but since so much of the burden for women with children is inherent in sex role stereotypes (e.g., women do the caring work), we cannot generalize to other types of partner relationships without obtaining additional data.

What advice do you give to young aspiring women to empower them to negotiate their professional ambitions and family life?

We tell them to be clear about their values and expectations. The women leaders in our sample were ambitious, although none said she was ambitious early in her career. We advise young aspiring women to be themselves and not follow any stereotyped belief about what women can and can't do or how they should act when in powerful positions. We also advise women to prepare for the lives they want. If having children and a career are part of their life plan, then they need to prepare for both. This is an exciting time in history for women who are smart, hardworking, and open to new ways of planning their best life.

24 Carolyn Hannan

Director for the United Nations Division for the Advancement of Women in New York (2001-2009)

Associate Professor Carolyn Hannan was born in Goulburn, Australia, and received her education in Hillston, Wagga and Sydney. She worked briefly as a teacher in Australia before moving as a volunteer to work with women's groups in Tanzania in East Africa in 1972. In 1976 she moved to Sweden where she received her BA and PhD (Social and Economic Geography) at the University of Lund and became an Associate Professor in 2000.

After working as a researcher in Sweden in the 1970s-80s, she became the Gender Equality Programme Officer at the Swedish International Development Cooperation Agency (Sida) office in Tanzania. On return to Sweden, in the 1990s she worked as the Senior Policy Advisor on Gender Equality at Sida in Stockholm.

She was a member of a Gender Mainstreaming Advisory Group – a group of experts advising the Minister for Gender Equality on gender mainstreaming in the Swedish context. From 1995-1997 she was the Chairperson of the Gender Equality Network at the Development Assistance Committee in the OECD in Paris. She moved to New York in 1999 to take up the position of Principal Officer for gender mainstreaming at the United Nations. In 2001, she was promoted to Director of the Division for the Advancement of Women in New York, a post she held until her retirement from the UN at the end of 2009.

She currently works as Associate Professor at the University of Lund in Sweden, teaching and carrying out research on gender equality, in particular in the area of gender mainstreaming, women, peace and security and the girl child.

Interview with Carolyn Hannan

What have been some of the telling moments in your life which stirred and interest in gender equality issues?

Growing up in a family of nine girls in a small rural town in Australia certainly contributed to my interest in gender equality issues. As my father travelled a lot in his work, my mother, a 'live-in' great aunt and the nine girls made up a very self-sufficient household of women. There was no such thing as "boys' work" and "girls' work" in our family - of necessity,

everything had to be done by girls. I can remember being confused, and later annoyed, at suggestions that girls should not do certain things. For example, when I was told in Third Grade that I would not pursue my 'chosen career' as fire engine driver because I was a girl; and when, at about age 10, I heard a family friend expressing disapproval that I had to chop wood- on the grounds that this was boys' work.

Episodes in my life where my potential development and achievements were questioned on the grounds of gender strengthened my commitment to equality. I remember being disappointed at the negative attitude of our parish priest towards girls. After it was announced that I had top marks in Grade 6, the priest commented that, while I had done well, it was only a matter of time before all the boys in the class would be doing better than me, since boys inevitably perform better than girls. I remember feeling completely "let-down" by the priest and was determined to prove him wrong.

The older I got and the further I moved from home the more gender-based constraints I met - which I was increasingly determined to overcome. The fact that I went to an all-girl boarding school for high school from age 12 was positive in the sense that I was able to concentrate on my studies and my capacity and ambitions were encouraged. On the other hand, the school was very gender-stereotyped and limited in terms of career aspirations for girls. Girls were channelled gender-inappropriately solely into areas of work that were traditionally considered "female". This was a significantly constraining factor in my initial career development as, encouraged by my teachers, I moved first into nursing and then on to teaching, despite the fact that I had excellent academic results, with openings at university level.

One of the defining moments for me in terms of interest in gender equality was the years I spent at a small women's hostel in Sydney while attending teacher's college. The opportunity to interact with strong women of different ages working in a range of careers, and all interested

in equality issues, only amplified my conviction that women could do anything and everything and that gender bias and discrimination should be opposed. The inspirational discussions and debates on gender equality, social development, politics and culture were critical for my career development and my decision to focus on gender equality.

Strong individual women - outspoken, ambitious and career-oriented – played a big role in further defining my interest in and commitment to gender equality. A Nurse Tutor from Canada made a particularly strong impression on me during my nursing training years. She was exceptionally self-confident and ambitious - to an extent I had never seen in women previously –she was opinionated, combative and completely disrespectful of the aura of importance with which most male doctors liked to surround themselves. She was probably considered by most as very "unwomanly" but it was exciting to interact with such a "different "woman.

A particularly defining moment was my decision to work as a volunteer with a women's group in Tanzania in East Africa from 1972-74. This introduced me to international gender equality issues which became a particular focus in my career. It also highlighted for me the specific problems faced by women in developing countries, which influenced the choice of subjects for my academic studies – social anthropology, development studies and social and economic geography, and led me to work with gender equality in bilateral development cooperation contexts and later in multilateral contexts in the United Nations.

Which career experiences do you see as pivotal in shaping your role in the United Nations?

My experience in the field in Tanzania – as a volunteer with a women's group from 1972-74. a researcher on gender equality at the University of Dar es Salaam (1981-85) and a gender equality officer with the Swedish International Development Cooperation Agency (Sida) (1985-88) - was pivotal in strengthening my focus on gender equality in international

development cooperation and linking me to the work carried out by the United Nations. Through this work in the field, I became aware of the importance of global policy and norm development for progress at national levels, as well as the need for effective advice and support for Governments to ensure that they can live up to global agreements. The practical focus of my work during this period influenced my objectives and approaches in my later work in the United Nations. I remained very interested in the impacts of norms and policies on the ground.

During my time as a researcher at the University of Lund in Sweden (1976-81) and at the University of Dar es Salaam in Tanzania (1981-86) I focused on gender equality in developing countries - in particular on the support needed in terms of strategy and methodology development. This brought me into direct contact with the work of the United Nations – both the normative and policy work, as well as the programmes on the ground.

My work in the Swedish International Development Cooperation Agency (Sida) – both in the field as Programme Officer for Gender Equality in Tanzania (1985-88) and at headquarters in Stockholm, including as the Senior Policy Advisor on Gender Equality (1988-98) - was instrumental in providing further knowledge on the work of the United Nations on gender equality and the empowerment of women, as well as in awakening an interest in more direct collaboration with the United Nations. During this period, I was an Advisor on the Swedish delegations to the United Nations Commission on the Status of Women (1991-98) and to the Economic and Social Council (ECOSOC) (1996-98) which gave me important direct insights on the work of the United Nations on gender equality.

From 1995-97, I was the Chairperson of the Gender Equality Network in the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD/DAC) in Paris. During my tenure, the Network developed a policy on gender equality for bilateral development cooperation, as well as a statistical instrument for measuring the impact of interventions for gender equality and practical

guidelines. The Network also did important work on gender mainstreaming which I was able to continue when I moved to my new role in the United Nations. The OECD/DAC Network had close contact with the network of focal points for gender equality in the United Nations – organizing common workshops and meeting formally and informally to exchange information..

In addition, I had the privilege to attend three of the four United Nations World Conferences on Women. In 1980, I attended the second World Conference in Copenhagen in my personal capacity as researcher on gender equality. I represented the Sida office in Dar es Salaam at the third World Conference in Nairobi in 1985. At the Fourth World Conference in Beijing in 1995, I attended as the representative of Sida and also represented the Network on Gender Equality of the OCED/DAC. Participation in these conferences provided a unique opportunity to learn more about the normative and policy work of the United Nations as well as the practical work at national levels. It also linked me to many important NGOs at global, regional, national and local levels which was a critical asset in my work at the United Nations.

What was your vision as Director of the United Nations Division for the Advancement of Women in New York between 2001 and 2009?

My vision during my time as Director for the United Nations Division for the Advancement of Women in New York (2001-2009) was twofold: firstly to contribute to positive norm and policy development on gender equality and, secondly, to support the implementation of these norms and policies at national level. A range of different strategies were utilized to ensure the achievement of this vision.

My work involved responsibility to service and support intergovernmental processes producing and following up global norms / policies, including in the Commission for the Status of Women, the Economic and Social Council (ECOSOC) and the General Assembly. The work involved strategic activities such as preparing reports of the

Secretary-General, organizing inter-governmental meetings, and providing advice and support in negotiation processes. These activities provided potential to push policy development and promote new issues on the policy agenda.

The development of appropriate working methods and work programmes in the Commission on the Status of Women was important to ensure the relevance of its work both globally and at national level. 'Menus' of possible themes were proposed to the Commission to ensure relevant topical issues on the agenda. Strong focus was placed on strengthening the Commission's role in following-up national-level efforts to achieve gender equality. This was achieved by promoting interactive events in the annual programme of the Commission in order to increase exchange among Member States on national-level experiences. Panels with expert were organized to provide States with access to globally recognized expertise on critical gender equality issues. Expert meetings were held to bring diverse actors together - practitioners and activists from all regions - to provide alternative perspectives on themes addressed by the Commission.

The work of my Division included the substantive servicing of the Committee on the Elimination of Discrimination against Women (CEDAW Committee), a Committee of 23 independent experts responsible for following up and monitoring implementation of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). This provided the opportunity to guide and support the Committee in its work on reviewing State Party reports on implementation, holding constructive dialogues with States Parties on the basis of these reports; holding discussions with NGOs; and preparing recommendations for action at national level – on the basis of the reports and dialogue - to ensure full implementation of the Convention.

In addition to providing opportunities to contribute positively to global policies on gender equality, the support to the Commission on the Status

of Women and the CEDAW Committee provided potential for enhancing impact at national level. While implementation of both instruments leaves much to be desired in all regions, they have proven indispensable to work on gender equality at national level and are increasingly recognized by governments as critical instruments.

To enhance understanding of the relevance and important of these global frameworks at country level, outreach activities were undertaken. Information was disseminated broadly, in accessible forms, through publication, brochures and websites. Training programmes were organised, and expert meetings convened to promote implementation. The recommendations arising from the annual sessions of the Commission were, for example, produced in an accessible brochure form in all six languages of the United Nations and widely disseminated to promote effective use at national level. United Nations agencies with programmes at national level were encouraged to support implementation, for example through supporting participation at global meetings, disseminating information on the themes and outcomes of the meetings, reminding States of their commitments, and using global policies in programmes/projects on the ground.

Throughout my work as Director of the Division for the Advancement of Women I also promoted understanding of and commitment to the strategy of gender mainstreaming among Member States and UN entities. The Division supported the Commission on the Status of Women, the ECOSOC and the General Assembly in following-up and monitoring implementation of the strategy. Working in a catalytic manner, the Division worked to present gender equality issues in a manner that made them comprehensible and increased understanding among States and senior officials of their strategic importance to the United Nations vision and goals.

What have been some of the challenges you have had to overcome in your work on gender equality?

Like all those working with gender equality, I faced multiple challenges in my work in the United Nations, as well as in other contexts. A major problem was the persistent lack of awareness of the existing inequalities around the world. In many countries in Europe, for example, there is a relatively common perception that equality has been achieved and, as a result, many subtle manifestations of inequality are not recognized and addressed. Gender stereotypes – negative perceptions about what women and men can do and how they should behave - are entrenched in countries all around the world, negatively affecting women's access to and achievements in, for example, education, employment, and political life, as well as their access to essential resources.

A further serious challenge was the lack of real priority given to work on gender equality in many organizations. While there may be considerable politically correct rhetoric, the reality is often that there is insufficient resources, lack of awareness, commitment and capacity among staff, and, most problematic of all, lack of pro-active support from middle- and senior-level management.

One of the most persistent problems is the continued separateness of gender equality efforts. While most organizations have gender equality policies, not enough has been done to ensure gender equality is systematically incorporated as a goal into overall organizational policies and sector policies and strategies. This creates a serious gap in organizational mandates and results in continued perceptions of gender equality as separate rather than an integral part of work across all sectors. Many methodologies and tools developed have been unnecessarily complex and not coordinated across the United Nations system, which detracts from their systematic use and contributes to keeping gender equality a marginal issue.

The recent review of the gender equality work of the United Nations highlighted the challenges caused by the lack of priority given to the issue – evidenced in the fragmentation of the work between small, underresourced bodies and the lack of strong consistent senior-level leadership. The recommendations emerging from the reform process aimed to address some of these challenges by merging the existing four bodies focused on gender equality into one new entity – UN Women; upgrading the position of the head of the new entity to Under-Secretary-General level; and promising significantly increased resources.

Major challenges in the work on norm and policy development, included the conservative political climate in an increasing number of countries from the mid-1990s. This created significant constraints to provision of effective support to inter-governmental processes and made it difficult to maintain policy positions from the Fourth World Conference on Women (Beijing 1995) or to move forward policy positions on gender equality. Because of clear risks to existing policy positions, for example, there were no negotiations of new policies in the 10- and 15-year reviews of implementation of the Beijing Platform for Action held in the United Nations in 2005 and 2010.

The fact that there is not complete agreement among States on all gender equality issues – despite the unanimous adoption of the Beijing Platform of Action and the almost universal ratification of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) - has been another significant challenge. There can be considerable resistance from States or groups of States on particular issues for political reasons. Tensions can emerge between claims of national sovereignty and the universality of global norms and policies, which can seriously constrain negotiation processes and policy outcomes. Gender equality issues can also be 'held hostage' to other controversial political issues. Concepts have also presented challenges at different times since they are not static but are continuously evolving and subject to debate,

contestation, and reconstruction. Conservative groups sometimes utilized demands for 'conceptual clarity' as a means to 'derail' important discussions and to 'water down' outcomes.

Weak follow-up by States to agreements and commitments made in intergovernmental processes creates other challenges. There is a significant failure to implement global commitments at national level and little that can be done at global level to 'force' action. For this reason, collaboration with NGOs is an important strategy since many national-level NGOs are actively involved in developing means to hold States accountable for commitments made in global arenas. States may also fail to follow-up on agreements on changes needed of the work in the United Nations. This has the effect of reducing inter-governmental agreements to mere rhetoric.

Significant challenges were experienced in finding effective ways to spread information on the normative and policy work of the United Nations and engage women's groups and networks at national and local levels. Many such groups and networks will never attend sessions of the Commission on the Status of Women in New York but could benefit from access to information and participation in global networks. Such groups and networks make significant inputs towards ensuring effective implementation of norms and policies at national and local levels which enhances the work carried out in the United Nations.

Enhancing the involvement and impact of NGOs in the work in the Commission on the Status of Women was another important objective. While large numbers of NGO representatives attend the Commission each year, experience has shown that not all have capacity to participate fully and many do not take back relevant information to national level, which limits the impact of their participation. While there are strong advocates for enhanced NGO participation among some Member States, such participation is not without contestation. A significant number of States actively oppose increased NGO involvement.

Which countries do you regard as having succeeded in creating enabling environments for gender equality and can be said to be 'role models' for others?

The importance of an enabling national environment for gender equality is well recognized. To establish such an enabling environment, States need to, among other things, ratify the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and work to ensure its full implementation; develop strong gender equality legislation and policies; provide the resources necessary to implement gender mainstreaming; develop competence and capacity for working with gender equality among all government personnel and staff in other critical bodies; and carry out advocacy campaigns to reach the general public with information and incentives.

The UNDP World Development Report from 1995 established that no country in the world had achieved gender equality. This still holds true today. No country today has fully developed all the elements in a national enabling environment for gender equality. A number of countries have, however, made good progress on some elements and can provide interesting lessons learned and promising practices. These countries can function as role models for these areas but still need further development in other aspects of gender equality...

The value of exchange of experiences, lessons learned and promising practices is acknowledged in the United Nations. For this reason, there has been a strong focus on interactive events and expert panels in the Commission on the Status of Women. The Commission provides an important forum for exchange between States on national-level experiences. The fact that States increasingly provide information not only on achievements and promising practices but also on persistent gaps and constraints is a very positive trend. The regular 5-year reviews of implementation of the Beijing Platform for Action require States to systematically report on progress made. These reports, as well as the reports to the CEDAW Committee, are public documents available on the

United Nations website, and provide important information on progress made by different States in specific areas.

In all regions of the world, NGOs at local and national levels have played important roles in holding governments accountable for their global commitments. They have brought new issues to the global arena, including violence against women and the issue of women in conflict and post-conflict situations.

It is difficult to separate out individual countries since most countries have made progress in many different ways. Some trends can, however, be highlighted. The following only provides a few examples in a limited number of areas. Many other States in all regions have done innovative work and developed promising practices..

In the area of political participation, for example, the Nordic countries have traditionally taken the lead, with representation of women at around 50 percent in both the legislative and executive branches. In recent years, Rwanda has become the country with the highest representation of women in parliament, thanks to positive attention to gender equality in the post-conflict reconstruction process.

The Philippines has shown leadership in the area of mechanisms for the promotion of gender equality. Philippines has also shown positive commitment in the area of gender-responsive budgeting, as has South Africa and Germany. In the area of gender mainstreaming, Sweden has demonstrated some positive commitment, including in terms of providing training to top-level managers and leaders in all policy areas.

The Republic of Korea has done impressive work in ensuring that women have access to new information and communication technologies (ICT) and all the benefits these can bring. Norway has taken a leading role in increasing the representation of women in corporate boards and a number of other countries have followed their lead. Many countries in Latin America, for example Mexico and Brazil, have taken positive

initiatives to increase the commitment of the private sector to gender equality, including through the provision of training, the development of awards and the encouragement of gender equality standards.

Important work on violence against women has been done in countries in all regions. The work of Netherlands and France globally as well as at national level can be noted as good practice. Norway has taken a leading role in pushing issues of women in armed conflict – both ensuring adequate attention to these issues within the country and promoting attention at global levels. Some countries have done excellent work on disseminating information about CEDAW at national level, and actively following up the reports of the Committee, including in Parliaments and with NGOs. Netherlands provides a good role model in this respect.

How optimistic are you that politicians will develop gender-responsive budget processes? Can you give examples where this is happening?

Over recent years there has been increased focus on the importance of resources for gender equality. Despite a growing body of evidence demonstrating that gender equality makes good economic sense, adequate resources have not been systematically allocated to gender equality. The gender mainstreaming strategy, endorsed by the United Nations in 1995 has, for example, never received the financial resources required for its successful implementation. Work on promoting gender equality has never been adequately costed. Gender equality policies, strategies and action plans are developed without attention to the costs of implementation or the possible sources of funding. The Commission on the Status of Women therefore focused on "financing for gender equality' as its priority theme in 2008 and adopted recommendations on ways to ensure consistent and adequate flows of resources for work on gender equality and empowerment of women.

One of the strategies recommended to increase the flow of resources to gender equality is implementation of 'gender-responsive budget processes'. This is not something new. Such processes have been

implemented in countries around the world for the past 10-15 years. A large number of countries (estimated to be around 70) have made efforts to influence budget processes from a gender equality perspective. Initially the initiatives were called "women's budgets". More commonly used terms today are "gender-sensitive budgets" or "gender-responsive budgets". The objective of these initiatives is not to produce a separate gender equality or women's budget but to mainstream relevant gender perspectives into existing budget processes, in order to ensure that all resources are allocated and utilized in a gender-responsive manner.

At the basis of all the initiatives undertaken is the need to make national budget processes more accountable from a gender equality perspective, as well as to ensure that policy, programme and budget decisions take the needs, priorities and contributions of both women and men into account, and that policies and commitments on gender equality are matched with adequate resource allocations. A related objective is to increase women's participation in economic processes and contribute to the economic empowerment of women.

Gender-responsive budgeting is not a panacea for ensuring more attention and resources to gender equality. However, if carried out effectively such initiatives can have a very positive impact. Unfortunately, many of the initiatives carried out so far have not been fully adequate. Many early efforts focused solely on analyzing budgets already formulated, with an exclusive focus on expenditures. Some initiatives were focused on securing funding for targeted activities for women, as opposed to ensuring that all resource allocations were based on the priorities, needs and contributions of both women and men. These initiatives did not bring about the required changes in overall resource allocations. Many initiatives did not involve critical stakeholders and therefore 'died away' or were discontinued. Experience has shown that the involvement of a range of actors is needed for successful gender-responsive budget processes, including ministries – especially ministries

of finance/planning, national machineries for the advancement of women, NGOs, academics and parliamentarians.

The identified failings in earlier approaches have been addressed in many recent initiatives. There has been a clear shift of focus to the formulation processes. Some initiatives today attempt to influence budget reform processes across the whole budget cycle. An increasing number of initiatives seek to use budget speeches, budget call circulars and budget guidelines as entry-points to facilitate the formulation and implementation of budgets. There has also been a move to focus on revenues, including taxation. A range of different activities have been identified as critical in effective gender-responsive budgets, including research and data collection; development of guidelines and manuals; development of training programmes; promoting "budget literacy" among the general public; and strengthening lobbying techniques among women's groups.

Further efforts are needed to ensure a shift from analysis to implementation, to broaden the focus to include both revenue and expenditures and to ensure the full involvement of all critical stakeholders. Serious inadequacies in measurement of resource allocations for gender equality need to be addressed before gender responsive budget processes can achieve their full potential. Ways and means to systematically and effectively measure progress through public finance processes, such as public expenditure reviews, need to be developed. Further development of sex-disaggregated data and indicators is also required to make gender responsive budgets a more effective instrument.

Do you think enough is being done to shape the views of youth on gender equality so that the future they develop will be equitable for all?

I don't believe enough has been done to engage younger generations in gender equality work. Their engagement - awareness of remaining inequalities and commitment to eliminate them – will be critical for

moving forward on gender equality. One sometimes hears complaints that younger generations are not interested or think that equality has already been achieved. It is clear that a strengthened dialogue between those currently working on equality issues and younger generations is needed. One only needs to look at the leadership structures of many gender equality organisations to realize that more needs to be done.

It is essential to recognize that we need to engage both young women and young men. Gender equality is about both women and men and if men are not aware and committed to gender equality progress will not be made. There are significant variations in awareness of gender equality issues among different generations of men. A growing number of strong allies for gender equality can be found among young men and we need to find ways to engage them more effectively.

Creating environments for real dialogue between different generations requires openness, creativity, respect, and empathy. Young people may have difficulties understanding the specific contexts of older women and men. Similarly it can be difficult for older women and men to understand the goals, priorities, and concrete situations of youth today. Younger generations need to recognize the critical work carried out by earlier generations, but those in leadership positions today need to open the way for younger women and men to take over leadership roles. At the basis of intergenerational contact and collaboration must be acceptance that each generation has unique contributions to make. It is very clear that young women and men can provide fresh insights on some of the critical gender equality issues we have been struggling with for decades.

In situations where younger women are not engaging and playing active roles in women's movements, we also need to be honest in assessing why. Ways and means of allowing for diverse leadership roles, apart from the management functions, need to be developed to provide a broader framework for all members of groups and networks to influence goals and strategic directions. Ways to ensure younger members can be given more

active, responsible roles and opportunities for developing both their management and leadership capabilities need to be developed.

Women's groups and networks, and the individuals within them, have always been appreciative of the positive gains of working together – i.e. the value-added of exchanging, sharing, and networking. It is often an enriching experience at a personal level for individuals. This value-added can be enhanced by ensuring close contacts and collaboration between generations so that the perceptions, experiences, priorities of all generations of women are fully shared. Hopefully, in the future, we will also be able to include all generations of men, and the different positive aspects they can bring, in the continuing struggle for gender equality.

It is positive that gender equality issues are increasingly taken into account in curricula and teacher training in primary school, and even at pre-school levels, in an increasing number of countries. Gender equality training is offered to students at secondary level. Gender studies have been introduced in universities at both graduate and post-graduate levels. Much more could and must be done, however, to ensure that coming generations are aware of the importance of gender equality and committed to working to achieve it.

25 Alexandra Harney

Alexandra Harney has been writing about Asia for a decade. She is the author of The China Price: The True Cost of Chinese Competitive Advantage (Penguin, 2008) and the founder of Hatsumimi Research, a boutique research consultancy.

Alexandra spent nine years at The Financial Times, covering Japan, China and the UK and working as an editor at the newspaper in London. From 2003 until 2006, she was the FT's South China correspondent.

Alexandra's work has also been published in many newspapers and magazines including The Wall Street Journal, The Times, Slate, The Far Eastern Economic Review, Marie Claire and CNN.com. She is a frequent contributor to National Public Radio, the BBC, Fox Business Network and Bloomberg TV and was a regular business and economics commentator on Japanese television.

Hatsumimi, which has offices in Tokyo, Hong Kong and London, conducts bespoke research for investors on issues of global relevance.

A 1997 cum laude graduate of Princeton University with a degree from the Woodrow Wilson School of Public and International Affairs, Alexandra speaks Japanese and Mandarin Chinese.

Website link: http://thechinaprice.blogspot.com

Interview with Alexandra Harney

From your observations, what are the conditions for employees in the factories in which the Chinese imports are made?

Conditions in Chinese factories vary widely, depending on the management of the factory. The best factories look much like those you'd see in developed countries - clean, bright, well-ventilated, with managers who treat their employees as assets, rather than liabilities. The worst factories are more Dickensian - these have locked exit doors, around-the-clock working hours, only superficial safety and health protection, and a frequent underpayment of wages. One of the most serious problems is overtime, for which workers are not always compensated. I heard of factories where employees log 400 hours a month, as compared to the 204 hours the law mandates. Another major challenge is insurance - only

about a quarter of workers in southern Guangdong province, according to non-governmental organizations I spoke to, are insured. The underlying problems that drive conditions in these factories include: poor law enforcement by the Chinese government; continual pressure for lower prices and faster delivery times by international buyers; a lack of awareness among Chinese workers about their rights.

Which multinationals are involved in ignoring the deplorable conditions the employees work in and their unfair awards?

Every multinational that sources in China has problems in its supply chain. It is the nature of the global supply chain, which moves faster every year and continues to expect things to get cheaper, that problems crop up all the time. The issue is how you deal with it. Surprisingly, some of the most progressive companies are those that came under the most pressure from the anti-sweatshop movement, including Adidas, Nike, and the Gap. These companies are more honest (not completely honest, of course) about the scale of the challenges they're facing, and they have more people on the ground in China trying to find innovative solutions to these issues. Unfortunately, most other companies aren't willing to invest in those resources, and I would argue, many don't really want to know what's happening. They close one eye, look the other way, or treat these issues as public relations problems to be covered up. The companies that concern me most are the ones that don't tell me anything about the conditions in their suppliers overseas, and what they are doing to improve them.

How are the industrial environments regulated to ensure safety of employees and good management?

China has a great set of laws on occupational safety and health. The new labour contract law strengthens the existing labour law, which came into effect in 1995. China's laws are in many ways more strict than those in other countries. The problem is enforcement. There are simply not enough people in the Chinese government assigned to inspect workplaces. Economic growth has been the first priority for the past two decades. But

things are starting to change, even if the enforcement of the law hasn't improved much. More employees are taking their bosses or former bosses to court over occupational health and safety law violations, among other problems. While only a minority of these cases ever get heard by a judge, those that do are often decided in the workers' favour. Thanks to a new breed of lawyers, the court-awarded compensation for a hand lost on the job in southern China is now between US\$25,000 and US\$38,000.

Do you think that Chinese legislation focuses on developing market size and growth potential at the expense of labour costs in order to attract foreign investment?

China's laws on labour are tougher in many ways than those in developed countries. For example, the labour law mandates an average 44-hour workweek, with no more than 36 hours of overtime a month. Overtime pay on weekdays is 1.5 times the regular wage; on rest days it is twice the regular wage; and on Sundays and public holidays, it is three times. Employees are not allowed to work more than three hours of overtime a day. The problem is not with the law. It's with the enforcement of the law. Enforcement is left to local governments, which historically have been more interested in promoting economic growth than protecting workers' rights. Local governments' inspection departments are also seriously understaffed, which reflects the same hierarchy of priorities. Enforcement is still too lax, but there is growing awareness of the shortcomings of this strategy - namely that workers will eventually move on. Guangdong province, in southern China, now has a labour shortage a remarkable problem to have in a country of 1.3 billion people. Younger workers have decided that the lack of law enforcement and bad management has made these factories unpleasant places to work. They are voting with their feet and moving to areas with better pay and conditions.

How does the Chinese population respond to being exploited by multinationals and ignored by their own authorities for such small incremental changes of welfare?

It's difficult to speak for 1.3 billion people, because as you can imagine, there are many different views. Even within the population of 150 million to 200 million migrant workers, the people who move from the farms to the cities to work in manufacturing, there is a range of opinion and experience. Some Chinese are indeed just glad to have a job - their family's financial situation, for example, might be so bad that a job in a bad factory is better than no money at all. Some workers have little time to think about their factory's customers - they're too busy working. Other Chinese feel frustrated at being exploited by multinationals. I remember speaking to one woman whose husband was sick with silicosis, a potentially fatal lung disease that he had contracted working in poorly ventilated jewellery factories. She wanted to know how Chinese factories became dangerous enough to kill strong, healthy men. "Isn't it because you Americans have brought all your bad factories to China?" she asked me.

It appears that pollution is high on Beijing's agenda and global warming is significantly lower. What are your observations of China's rush to build coal mining stations and the nations that are supplying its demand for coal. Is Beijing beginning to take global warming seriously?

I spent time in Shanxi, the heart of China's coal mining industry, while writing my book, and I was struck by the gold rush atmosphere that characterized the entire area. A man I met who had an illegal coal mine paid off the local officials so they would tell him when the government came to inspect the area and shut down illegal coal mines. Everyone is trying to get rich at once, and that makes for a very difficult regulatory environment. China needs coal to fuel its power stations; it needs power to fuel its factories; and it needs its factories to keep its economy growing. This comes at a cost, and in China's case as many countries before it, that has been to its environment and it's people's health. I think the real

catalyst for change in this area will be public opinion and popular activism, and we are starting to see the beginnings of public outcry at environmentally unfriendly projects.

It has been reported that factories with poor conditions often have no shortages while cleaner, better and newer factories struggle to staff-up and that with this shift in labour allocation, fears of a declining labour pool has brought about the use of child labour, as has been found in southern China. What are your impressions of this situation and are there any laws for the protection of children in this context?

I, too, have heard anecdotally of the increased concerns about the use of child labour as the labour shortage has deepened in southern China. The minimum working age in China is 16, although some exceptions are made for apprenticeships. But child labour can fill a need in China as in other countries. One way to address the root cause of this issue is to make rural education more affordable, so more families are able to send their children to middle school and high school. Another way to address it is to improve the affordability of health care in the countryside in China, where 90% of spending on health care comes out of the pocket of ordinary people. Often, when illness strikes, families in the countryside cannot afford the medical bills, or they are forced to choose between a family member's recovery and a child's education. China is working on improving both of these areas, but the needs of rural families are very real.

What was the catalyst that motivated you to write, The China Price: The True Cost of Chinese Competitive Advantage?

After I moved to Hong Kong in 2003 to become The Financial Times' South China Correspondent, I had the opportunity to tour a sweater factory in Guangdong province. I stopped to talk to one of the women on the assembly line. She was from a poor rural province, and had come alone to work in the factory for a few years before returning to her family in the countryside. Most of what she earned at the factory, she sent home

to her parents. I was struck by this woman's crucial role in the global economy, and by how little we knew about her. I wanted to tell her story, and the story of millions of other women like her.

What advice would you give to someone sourcing or operating in China and to those who want to change corporate social responsibility in China?

The largest single problem driving problems in Chinese factories is pressure for lower prices and faster delivery times from multinationals. This, coupled with demands for ever better conditions under companies' codes of conduct, is driving the truth of conditions in many Chinese factories underground, as factories turn to forgery and coaching workers to pass inspections by corporate social responsibility teams. Sourcing teams must work closely with corporate social responsibility teams, not to protect a brand's image, but to make choices that not only benefit their own company, but are positive for the factory as well: that means not changing the design at the last minute and still expecting the factory to deliver at the same time while meeting requirements on working hours; it means not churning orders through factories every month; it means developing long-term partnerships with factories that can deliver both on quality and price and social and environmental responsibility. Achieving that requires buy-in from a company's CEO. Corporate social responsibility is not risk management or public relations; it is about the way you run your business.

Paul French in his article Last word: Beijing 2008 - For now, business and sport as usual asks, "how much longer will an increasingly developed China need western cash and expertise?" and answers, "arguably not much longer and in some sectors not at all anymore. It can refuse foreign investment and fund it itself and end the reliance and hence the need to placate anti-western sentiment." Do you agree with this? What global implications do you see this having?

In the first three decades after China's opening to the world, foreign capital was incredibly important to China: it created jobs in the export

sector, it helped bring in new technologies, and it helped power economic growth. Now, China is trying to wean its economy off an export dependency and refocus it more on domestic consumption. For this, foreign investment is less of a factor, though of course it still plays a role. The policies that Beijing has implemented over the past year toward the export processing sector underscore this point - tax policies, for instance, no longer overwhelmingly benefit foreign investors, except in a handful of sectors. One potential result of this is that China starts losing its competitive advantage in some of the low value-added industries, such as some kinds of apparel, as Hong Kong and Taiwan investors take their business elsewhere. This is already underway.

26 Anthony Healey

Anthony Healey is a Beef and Dairy Farmer living in Brogo, 25 kms north of Bega in NSW.

In 1950 when he was 16 years old, he started recording the rainfall which fell on his farm. He used a rain gauge that consisted of an old jam tin on top of a post with a small ruler marked in 1/10 inch to measure the depth of water in the tin with 1/10 inches equalling 10 points. 54 years on, Mr Healey is still recording rainfall figures for Brogo.

Today he measures rainfall with a manual and an automatic gauage and only 2 years ago, he transferred his data of 54 years into the Computer using Excel which he taught himself. As "the weather (and rain) is always foremost on farmers' topics of conversation" with "people on the land" being "so dependent on rainfall," Anthony Healey's informative statistics has been a trusted resource during critical times, as in the current drought that the region is still in the midst of.

Mr Healey's interpretation of the data that he has collected and his reflection on water as a sustainable resource in the context of global warming is significant and exemplary of grassroots leadership that is self-initiated and self-perpetuated. It is based on a passion of what is a vital element in the world of the farmer, an interest in helping his community and in a desire to make meaning of scientific trends and patterns, and apply it to his day to day living.

Bio of Anthony Healey:

I was born in Bega NSW in 1936, the youngest of six children. We lived on a dairy farm at Brogo 25 km north of Bega, where I still live with my wife of 44 years. I attended a local one-teacher primary school at Brogo before attending Bega High School for five years obtaining my Leaving Certificate. On leaving school I commenced working on our family dairy farm with my parents and brother. When major changes began to occur in the dairy industry in the nineteen seventies with the move from butter production to whole milk supply, my brother and I dissolved our partnership and divided our farm. I changed from dairying to beef production and commenced a building repair business to supplement the beef income. I married a farmer's daughter in 1960 and we now have 5 adult children who have all left the farm to pursue their own careers.

Interview conducted in 2004

Interview with Anthony Healey

Why did you start measuring rainfall and recording it in 1950?

During my time at Bega High School I became interested in weather recording while studying Agriculture. I began to record the rainfall on our property in 1950 and have continued ever since. It has only been over the last few years that I have been able to transfer my written records to computer, so they are much easier to study.

Where is the nearest place to your property where the Australian Bureau of Meteorology records weather conditions?

There are automatic weather stations in several locations around my area, which are monitored by the Canberra office of the Bureau of Meteorology. Probably the closest station to me is located at Merimbula with another at Montague Island.

How has your rainfall data assisted you in your work over the years? How have you helped others with the information? How have the used your data?

I don't think that the data has been of much assistance to me or to others except them being an interesting talking topic because the weather (and rain) is always foremost on farmer's topics of conversation.

What do you find most interesting about the data that you have collected since you began? Are there any significant patterns that have emerged in your evaluation of the data?

Probably the most interesting fact to appear is that there is NO pattern to rainfall in this area. The only thing that I have found is that there has not been a large flood in December or January, but this theory could easily be broken.

What has been some of the worst difficulties that you and your family have faced during the years of drought? How have you coped with them?

In times of drought I guess financial loss is the biggest difficulty, just as it is with all people on the land. Striving to maintain livestock in severe

drought conditions becomes very disheartening to say the least, but when farming is in your blood and you consider there is no other life that you could be happy with, you have to cope and continue on, knowing and praying that it is going to rain again soon. This is exactly the situation in this southeast area of NSW. at present with the drought worsening every day and winter is commencing meaning that growth will be slower even if rain falls. The South Coast is not as severely affected, as is the Monaro area as yet but many areas of the South Coast are experiencing severe stock water shortages also.

Has there been any changes in the type of equipment that you have used to measure and record weather conditions? Do you feel that the equipment you use today is more accurate than what you used before?

There have been some changes to the equipment over the years, when I started recording my rain gauge consisted of an old jam tin on top of a post with a small ruler marked in 1/10 inch to measure the depth of water in the tin. (0.1in=10 points) Of course now rainfall is measured in millimetres. (1mm = 4 points in the old scale.) Now I have two rain gauges' a few metres apart. One is a manual gauge that can record up to 250mm in 1mm increments, and the other one is an automatic gauge connected to my computer, but I still consider the manual gauge more reliable and probably more accurate. Since I have been using the automatic gauge there hasn't been any significant falls of rain to properly test it, so I can't judge yet.

Have you inspired your children or anyone else to take an interest in measuring weather conditions?

My eldest daughter married a local dairy farmer so naturally he is very interested in my rainfall data. My other children have moved to the city now so none of them have as much interest in rainfall as people on the land who are so dependent on rainfall. Most farmers in our area measure their rainfall but many do not keep a record of their measurements.

What are your thoughts about the overall changes in the Australian climate and its effect on the land in rural Australia?

I feel that records have not covered a sufficient time frame in Australia yet to be able to judge whether there is a significant climate change occurring in Australia at present. I have noticed that here in Brogo the winters over the last few years have not been as cold, but the summers have not been as hot as they were when I was growing up. It is so hard to judge because so many conditions have changed over the last fifty plus years. On the south coast there have been many large and small farm dams constructed, including government river irrigation and town water supply dams constructed, and many hectares of irrigation established that must have an influence on the climate, even if ever so slight. The construction of the Snowy scheme has also occurred in this time, which hasn't changed the flow of any of the streams in this area. The south coast area doesn't receive any water benefits from this scheme as all the stored water is diverted westward.

What would you like Australians living in the city to most understand about life in the country?

Water is our most precious natural resource for without water nothing can exist. When I see the water consumption per capita in our cities it makes me wonder how our climate will be able to sustain the continual growth in city populations with their exorbitant water consumption. The threat of global warming may cause a lowering of average rainfall in our continent.

27 Jack Heath

Executive Director, Inspire Foundation

The purpose of the Inspire Foundation is to benefit others by using the Internet to inspire young people, foster generosity and build community. Inspires works closely with leading corporates, government, and community organisations to develop highly innovative and practical Internet-based projects that deliver substantial benefits to young people. Inspire has an impressive track record in using Internet and communications technology to pioneer new models of social services delivery. Our flagship project Reach Out won the 2000 Australian Information Industries Association Award for Best Use of Technology by a Community Organisation and both the 1998 and 1999 Australian Internet Award for Best Community Web site.

In late 1995 when the Net was a relatively unknown phenomenon for many people, we came up with the idea of using this technology to prevent youth suicide. No one had done it before and there were many sceptics and cynics. We had no models to work with. When we started the Reach Out! project we never knew if we'd be successful (but we had a good hunch). Since then we've had over 500,000 visitors, won awards but most importantly saved lives. We've also extended our work around a host of other initiatives which seek to deliver social services online - these can be found at www.inspire.org.au

We currently have requests to replicate the Reach Out! service in New Zealand and The Philippines. We have had preliminary discussions about extending our Digital Bridge Program to the Asian region.

I am the Executive Director and Founder of the Inspire Foundation. I spent many years in the Public Service where I worked in a number of key departments including Foreign Affairs and Trade, and Prime Minister and Cabinet. I was Speechwriter to the Minister for Foreign Affairs and the Minister for Trade prior to taking up a Speechwriter and Senior Adviser position with Prime Minister Keating.

I am also a father, husband and Buddhist who has spent too much of my life doing overly serious things.

Interview with Jack Heath

To what do you attribute the causes for increasing number of youth suicides in Australia? Which strategies do you advocate that business, community, and government use to address this problem?

Well, the good news is that youth suicide rates have been trending downwards for the past few years following a peak in 1997. But they are still far too high - if you take your average Year 12 Australian classroom at least one of those young people will have attempted suicide. Seven of them will have experienced a recognised mental illness and of those seven only two will have sought professional assistance. So we still have a very long way to go.

As to the causes, that's very much the big question. In any one young person who is feeling suicidal there are likely to be a number of contributing factors. Increasingly evidence is emerging that points to a very close link between sexual abuse and suicidal ideation. Other factors are relationship difficulties be they at home or among peers which are then exacerbated by alcohol and other drugs. So through a combination of factors coupled with a lack of experience that tough times do come and pass the young person's suicide attempt can often be a spur of the moment thing that might not have eventuated had they more life experience.

In our very early days, I think I'd have to admit that we tended to focus on the suicide side of things, that this was an issue that we needed to talk about more and get it out in the open. It flowed in part from my own experience of trying to come to terms with my young cousin's very horrific suicide. Early on, however, we made a clear shift in how we dealt with the issue - this was informed by both the young people we dealt with and experts working in the field. So for a long time now we have been talking about "helping young people through tough times". We leave it up to the young person to define what's a tough time for them and we don't focus on suicide per se because we believe that in some circumstances that runs

the risk of becoming counterproductive. Through our Reach Out! service, www.reachout.com.au we provide a whole raft of information, stories and profiles of people who have got through tough times. We are sending a message to young people that if you have a problem you should feel normal, not weird and that you should also know many people have been where you are and found a way to get through it all. We are keen to provide young people to have a sense of control in their own help-seeking behaviour because we believe that leads to more powerful outcomes in both the short and long terms. This is why we use the Internet which is anonymous and available 24 hours a day.

In our work we've linked up with a number of corporates from the clothing store General Pants and working with the young guys manning their stores to the team at Bristol Myers Squibb a pharmaceutical company that is providing training to our youth ambassadors as well as a generous cash contribution. We have lawyers and accountants who provide invaluable pro bono services as well as a whole host of media companies and other who provide the space that enables our message to get out to young people.

So we believe that there are many avenues for government and corporates to link up with community organisations in this area. That said, any partnership that is about providing hope and inspiration is also about preventing youth suicide because it is through building a sense of optimism, belonging and opportunity among young people that they find a reason for living. The word "inspire" means to breathe life in or into. In all this we should never underestimate young people's incredible resilience in the face of what to most of us would seem overwhelming circumstances.

What have been some of the success stories of the Inspire Foundation?

Our key success has been the number of young people who have told us that Reach Out! has stopped them from suiciding. Every three months or so we get a piece of feedback from a young person telling us that thanks to Reach Out! being there so are they. At the same time, we are getting constant feedback from young people thanking us for our work and letting us know in now realising they are not alone that their problem suddenly seems smaller and more manageable. We are now averaging around 1200 visitors to the Reach Out! service every day of the year! We have won awards for our work both in Australia and overseas and Harvard Professor Robert Putnam ("father" of the term social capital) has commented "Reach Out! is the best example I have yet seen anywhere in the world of using the Internet to build social capital among young people."

Our success has also extended to taking the Reach Out! message directly to more than 38,000 young people throughout rural and regional Australia. As part of our commitment to assisting our most marginalised young people most of whom do not have handy Internet access, we have put in place 20 Internet centres in rural NSW and by the end of 2003 we will have established 15 Beanbag centres in marginalised urban communities in the nation's capital cities. Through these Beanbag Centres we provide a combination of equipment, Internet access and specialised training with the opportunity for young people to build their own websites. We've also worked with the young Indigenous people of Kempsey and local Indigenous organisation to develop a very special internet site promoting their health in mind body and spirit. Another major highlight was our inaugural Inspire Conversation in 2002 where we facilitated a dialogue with young people and the Dalai Lama that was broadcast live over the Internet.

As Inspire Foundation evolved and mushroomed into a network of associated initiatives to address key youth issues, how did you secure funding from corporate and government bodies. What difficulties did you encounter and how did you overcome them?

We first started with a \$10,000 grant from Microsoft so working with corporates was something that we have always done. Because we weren't your traditional charity plus the fact that our Board was active in the business world, in particular in the technology area, means we found it relatively easy to link up with corporates. In fact on a number of occasions we were approached by corporates. We are probably at the stage where we have enough corporate partners for our existing initiatives and those relationships range from the philanthropic, to the transactional (ie sponsorships) to the more strategic partnerships as we have with BMS. The important thing in business partnerships is being very clear and realistic about what it is that each can deliver for the other - there is a romantic tendency to want engage more closely than is really possible given limited time and resources on both the corporate and non-profit side.

Because our work seeks to be highly innovative people in business tend to appreciate risk taking more than the government bodies. Also because we don't want to operate in a competitive space, that is, if someone else can do something as well as we can, we'd rather leave it to them, we are often looking for funding for work that governments haven't yet thought about. We receive less than 20% of our funding from Government bodies. That said, we are keen to do more with Governments and should acknowledge that a major grant for the Federal Department of Health was key in getting Reach Out! up and running. One of our challenges is that because we are seen as well connected with corporates and have all the appearances of being "successful" people sometimes think that we'll get the money from somewhere else and they don't think they need to support us. Also having worked in Ministers offices it is sometimes easy to forget that you worked in the bureaucracy as well. It is only in recent times that

we have been able to think about putting aside small amounts that can help us in emergency situations. We still are very much a hand-to-mouth organisation, but we are looking to change that so that we can spend more time on our programs and less time on fundraising.

We have had some issues whereby people from outside NSW see us as the "flash Sydney mob" but by and large we've had excellent dealings with a number of Government departments around Australia. If people give us the opportunity we usually deliver results.

What advice would you give to those people who find it difficult to attain seed funding for initiatives that focus on empowering their communities?

While it might be an easy thing to say, if you really believe in what you are doing and have some picture in your mind of a better future for your community then with determination, advice and persistence odds are you can get there. So I'd start from an optimistic base but not underestimate the challenges that lie before you. Obviously having a well thought out proposal with sound strategy and a comprehensive budget is important but take advice from people have started up projects themselves. Also make sure that you look after yourself and take time to step back from your project and ask, "why am I doing this?". If the answer is because I want to improve the lives of others then time to stop reflecting and get back to work on getting support for your initiative. When I look back on the early days of the Inspire Foundation a logical analysis would probably have suggested that we were mad and crazy dreamers, but those bold visions have now become a reality. Another key thing to do is to assemble around you a team of outstanding people both at a Board/advisory level but also who can work on the project, so it is a team taking it forward rather than just you. Also work out who you are looking to benefit and then talk with them directly about what it is they really want and need. At the end of the day when you seek to be of genuine service to others then the rewards will undoubtedly come, not always as soon as you might like, but they do come.

In retrospect what have been some of the encouraging and disparaging lessons that you gained from your 'political days' in the 80's? Did any of it have an impact in what you do now in your professional life or how you do it? Do you harbour an interest to be involved in Federal Politics today?

I very much enjoyed my time in politics in the late 80s and early 90s. I was buoyed up by the notion that with a vision you can lead people to a better place. And that it only takes a handful of people to effect change at the national level - which of course has its downside as well. I don't believe in the never-changing landscape - political decisions can have profound impacts on people's lives. But you have to be optimistic. You have to believe in people's inherent good nature and common humanity otherwise you end up playing a politics of fear that divides the world into us and them, that appeals to the more base aspects of our natures, that fights other people's wars and hardens our heart towards some of the most desperate people in our community. If you can't imagine a better place for your country then you will never lead people there. The harking back to some romantic notion of a former golden era is not too helpful. I look at the obscene amounts of money that are being spent on defence when I know that with just a fraction of one percent of that directed towards our work we could have such a big impact on the lives of so many more young people. Violence against others, however you dress it up, diminishes us all.

Sadly there seems to be a lack of nobility in politics today - I'm not sure if that is just a cyclical thing or that I am just growing older and more conservative/cynical.

Naturally, I draw on my political experience to gather support for Inspire's work. It means I am comfortable and actually enjoy dealing with pollies as well as senior bureaucrats and also senior businesspeople which is important for Inspire. I have a reasonable understanding of the politics of situations and so don't get despondent when things turn out differently from how you had hoped or planned. Pollies of all persuasion are basically

decent people but sometimes they seem to have forgotten why they are there and who they were elected to serve.

I've got too much on my plate to be involved in politics and think I am more effective at a social level doing what I am doing. I'm not sure I could stomach the party system or even if people would vote for me. I'd need to feel comfortable with a group of people who shared similar ideas to mine and I'd always want to know I was doing it for the right reason - politics can become so seductive. That said, I'd have to fess up and say there is a political animal that if one of my Buddhist teachers told me it was the right thing to do I wouldn't be too disappointed. But with a young family, a fairly time-consuming spiritual practice and a great organisation that still has a long way to go, I'm happy doing what I'm doing for the rest of my time in public life.

As a Buddhist what does the concept of leadership mean to you? Do you see yourself as a leader?

In Buddhism there is reference to three different types of leadership - I think you find this elsewhere as well. There is the king like approach where you go out and achieve things yourself, lead from the front as it were, and seek wisdom/power in order to benefit others. You go to a better place yourself and invite others to follow. Then there is the captain who steers others in a boat across dangerous and sometimes unchartered waters - somewhat analgous to the coach. You go with others to a better place. Then there is the shepherd who is quiet and goes about making sure his sheep are fed and sheltered often ahead of himself. You ensure others get to a better place before you do. Wise leadership is about knowing when to be a king, captain or shepherd. I am a leader of sorts because I have visions of things being possible and then somehow manage to assemble a team of people to turn those visions into reality - often much better than I had originally envisaged. I would be a much better leader if I had more humility and thought more of others than myself. And didn't take myself so seriously.

Whilst acknowledging that the Internet has been of enormous benefit in reaching out to youth through the Inspire Foundation website and in reaching out to men through the Manhood Online website, have you discovered any limitations of the use of this technology?

It's important that the technology is never seen as an end in itself. We use the technology because that's the best way we know to engage young people (and more generally men) especially those who are feel unsure about what they're going through or are reluctant to speak with others about problems they are facing. We make sure our programs all involve a strong face-to-face component. We want people to be engaging more with their community, their family and their friends as a result of their involvement in our Internet-related initiatives. We do not want to prolong an online experience any further than is absolutely necessary. To that end, it's important that you don't just do things because their technology is available to do something that might be cool or interesting. Technology is only a tool and you should never forget that. I remember a key moment in the Inspire story back in 1995. We had done all this work with Keating in 1994 around multimedia. The Internet was very much at that time about bombs, pornography and making money. I had the good fortune to join around 30 others around the world in an online chat session to ask Deepak Chopra about whether he thought the technology for good and he said absolutely. That really got me excited about what we could do with the technology. As in all issues related to technology they will deliver benefit when used with right wisdom and right motivation.

What would you say has been the driving Force for your involvement in Manhood Online, Network 2121 and the Inspire Foundation?

I don't really know - maybe it's a karmic thing. When I manage to keep my big fat ego out of the way I have moments of wanting to be of real benefit to the world, to relieve the suffering of others and to leave the world a significantly better place because of my time here. I should however own up to moments of grandiosity - part of the 2121 Network driver and my

time in political life was about trying to somehow save Australia because that was easier than facing up to a few personal issues of my own. Working in the non-profit sector you often receive flattering comments which can so easily fuel one's pride. And for many years I've carried an escapist fantasy of being a monk in a cave, but I recently got that monkey off my back. I guess I constantly find that when you join with people to do things for the benefit of others that good things flow. As I need to constantly remind myself, altruism works.

I have two kids whom I want to grow up being proud of their Dad for what I have done for and with them as well as for others. I have found a partner in my wife Catherine, who while completely different from me in so many respects, has had a faith in me that has been so reassuring and constant. I think the first time I ever really felt good about myself was back in 94 or 95 when she said, "you're a good man Jack Heath". I have found in Tibetan Buddhism a compassion and wisdom that knows no bounds. I have had the immense good fortune to spend time with the Dalai Lama, my own special teacher Sakya Trizin, my local teacher Khenpo and many other great masters who constantly reaffirm to me that enlightenment is attainable and that if I can keep walking the path that I can be of benefit countless sentient beings. Of course, whether I do, and how many lifetimes it takes, is entirely up to me. I do however feel like the blind man who has somehow stumbled across a diamond in pile of rubbish.

28 Avril Henry

Executive Director, AH Revelations

Avril Henry graduated from the University of Cape Town in Accounting and Economics, migrating to Australia in 1980, with two suitcases, \$500 and a dream to live freely and make a difference.

Avril's career has spanned senior roles in Finance, IT, Project Management, Change Management and HR. The companies she has worked for include De Beers, Barclays Bank, Midland Bank, UBS Warburg, Westpac, Merrill Lynch, DMR Consulting and Clayton Utz. She has worked in South Africa, Australia, the UK and USA. In 2003, she set up her own business, focusing on Public Speaking, Consulting and Executive Coaching in the areas of Leadership, People and Performance strategies.

Avril is a Fellow of CPA Australia, a Senior Associate of the Australian Institute of Banking & Finance, a member of the Australian Institute of Company Directors, Australian Institute of Management and the Australian Human Resources Institute. Avril is the immediate past Chairperson of the National Diversity Think Tank.

Avril was one of three finalists in the 2005 and 2004 Australian HR Awards for the Lifetime Achievement in HR Award; and in 2002, was one of the five finalists in the Australian HR Awards for Best HR Director. In 2005 Avril was a finalist in the Sydney Business Review, Business Woman of the Year and was nominated in 1995 and 1996 for the Telstra Businesswoman of the Year.

Effective November 2005, Avril has been appointed by the Department of Defence to head up a ministerial review of recruitment and retention practices in the Army, Navy and Airforce.

Avril is the author of "Leadership Revelations: An Australian Perspective", released in March 2005.

Interview with Avril Henry

Why did you write an Australian perspective of leadership? What insights did an Australian perspective offer that other research on leadership did not reveal?

I decided to do a book on Australian leaders as I noticed that often large organisations go offshore to find new CEOs and senior executives, so my

objective was to demonstrate that we have plenty of good, competent leaders within our own country and should look locally for new leaders rather than overseas. The second question could best be answered by saying that my book sought to illustrate that Australian leadership is about understanding the culture of Australian workplaces and Australian employees, which is often not understood by leaders from other countries. I also think that my book demonstrates that leadership can be found across industries and in different types of businesses, including Not-For-Profit and small businesses. Large business and politics do not have the monopoly on leadership.

According to your book, Leadership Revelations, An Australian Perspective, the unique essence of leadership in Australia comprised key characteristics of leadership, such as an appetite for learning and developing others, change enablement, courage, integrity and the ability to motivate and inspire others. Can you briefly summarise the behaviours, competencies or characteristics that comprise a good leader? Do you regard any characteristics as being more significant than others?

I think that technical and business competence has often been demonstrated prior to someone being promoted into a leadership position, unfortunately their people skills and interpersonal skills have often not been developed to the same extent as their business skills. We talk about people being our "greatest asset" in workplaces, yet we treat them like children and "liabilities". Many people in leadership positions have limited or poor people skills. It is a well-known fact that people join organisations, but leave because of poor managers or leaders! I believe behavioural competencies are more important than technical skills once in a leadership position. A smart leader will always surround himself/herself with people who are technically more competent than them. The key competencies for a good leader are, in my opinion, and from the leaders in the book, great communicators, comfortable with change at a personal and professional level, have respect for people, lead by example through not only their words, but more importantly their

actions, which leads to integrity, an ability to inspire and motivate people, believe in the value of coaching their people and value difference rather than uniformity. In February we released a report titled "The Who What When and Why of Generation Y", in which 75% of the participants (predominantly aged 20 -24) identified good leaders as those who were good listeners, lead by example, inspire and motivate people and create positive work environments. I think the most important quality of a good leader is the ability to listen to others, they listen more than they talk and respect others regardless of position, status, gender, or age.

In your book you identified a number of cultural traits which hinder Australians in their quest for leadership, such as an unwillingness to praise good performance for fear of promoting tall poppy syndrome. Where do you see this trait originating and what do you recommend to overcome this trait in a community or business place setting?

I believe that this trait comes from our strong culture of "mateship" and our desire to keep everyone "in their place", and making sure no one thinks they are better than someone else. In our recent survey of Generation Y, 100% of participants said that receiving feedback on their performance at work was highly important to them. We need to learn how to give (and receive) feedback, and this needs to be done through training programs, as it doesn't come naturally. If we don't learn how to give feedback to those we lead, we will lose the two youngest generations in the workplace. They want to know when they are doing a good job, so they can continue doing so, but they also want to know when they are not doing a good job so they can improve, expecting that their managers and leaders will help them achieve such improvement.

Your book gave an equal representation to women who are leaders in Australia. From your findings, do you think that one needs to understand the role gender plays in how leadership develops and is practiced in Australia?

Each gender approaches leadership differently, in broad terms, men tend to be more directive in their leadership using traditional "command and

control" leadership styles, while women tend to be more inclusive and collaborative in their style. Women also tend to be better listeners. I think each gender can learn from the other, but this requires an open mind and a willingness to learn from each other. Current leadership styles need to become more collaborative and inclusive, as this is what Generations X and Y are looking for in their leaders. They want to be heard, make a contribution which is valued by their leaders and the organisation, and they want to do work which makes a difference. We have already seen that research shows that people want to work for leaders who listen, demonstrate respect for others and lead by example, in their words, leaders who "...do what they say they will do".

What patterns emerged in the responses of women leaders that women need to be conscious of in their own journey of empowerment?

I think the important observation I have made is that women need to be confident in leading in the way that comes to them naturally, namely listening, fostering teamwork and collaboration, masters of balance and flexibility, rather than imitating traditional paternalistic, directive styles.

How does Australia compare with other developed countries in terms of the quality of leaders and the opportunities available for new leaders to emerge?

Australia has some good leaders, but not enough of them at present. As a nation, in both the public and private sector, we must investment more in leadership and management development programs. Unfortunately, we tend to cut the Training & Development budgets first when things get tough financially, as such training is seen as "soft skills" and therefore not as necessary as technical or product skills. Ironically, the only competitive advantage any organisation has is in the quality and skills of its people. The only way to ensure you have the best people is to hire the best in the first place and then invest in developing their skills consistently. As the new generation of leaders emerges amongst Generations X and Y, they are asking for "soft skills" training, as they want to be better managers and leaders than those they have worked for!

Was there an Australian leader whose leadership style and philosophy impressed you the most? Why?

I was impressed and inspired by every person in the book in different ways. Leaders in the Not-For-Profit sector made me feel very humble due to their unwavering passion and commitment to their causes, but Ann Sherry continues to be the leader who inspires and impresses me most. I am fortunate to have worked for her in the past. She creates a work environment where people can be the best they can be, done principally through her strong belief in her people, she encourages people to challenge the status quo and find better ways of achieving outcomes, but most importantly she leads by example, never asking her people to do something she would not be willing to do herself.

29 Chai Hicks, Barbara Neville John & Andrew Maloney, Anna & Skye Crotty, Phil Sleeman, Alan & Sue Bainsbridge

The Australian team who sent 1060 tents to Pakistan in response to the 2005 Pakistan earthquake

Around \$A6.64 billion worth of damage was caused by the 7.4 magnitude earthquake that killed at least 38,000 people in northern Pakistan on October 8 at 8.30am local time.

Prime Minister Shaukat Aziz said, "The overall assessment - government, private sector and infrastructure - would be close to (US) \$5 billion." "We need tents, tents, tents," said Aziz, noting the first snow had fallen on the peaks near Balakot, one of the worst-hit towns in Frontier province.

"We need prefab housing, we need to repair what can be repaired. We have appealed to the whole world to ship tents and blankets to Pakistan."

This is the story of a team of Australians from Byron Bay who organised the sending of tents to Pakistan in October 05. Chai Hicks, Anna Crotty, Phil Sleeman, Alan & Sue Bainsbridge, Skye Crotty, Barbara Maloney & Andrew Maloney, John Maloney & Dale Warburton used the resources available through the camping industry and the radio media in Australia and sent 1060 tents to Pakistan. They organised with Qantas and Pakistan Air the transport of the tents and Medicine Sans Frontier and the Fred Hollows Foundation agreed to be the people on the ground to deliver the tents to those in need.

On Tuesday 11 October, a friend rang me, (on a very scratchy faint mobile line when I was on the road near Toowoomba) she was talking about wanting some tents to buy and send to Pakistan. How could she get them? Would I help? My first thought was probably like everyone else "Good idea, but how will you get them there"? I thought she said, "That's what I can do". So I said "okay".

Four days later we had 1000 tents, 14 tons on 31 pallets, \$189,000 worth of tents in the air on a QANTAS jet heading into hell on earth. And on Monday the 17th we sent another 60 tents to balance up the number of tents we had "sold".

An idea to sell tents, from our shop, and rather than the customer taking them away we would send them to Pakistan was incredibly successful, people from the US,

Ireland, New Zealand and throughout Australia rang, local people hearing about it came into the shop. One of the local firms Santos Health Foods a community owned business purchased 45 tents, the desire to do something tangible and practical was the thing we assume that caught the imagination of all who contributed.

Article on the response

How did we do it?

About 1.30pm on Tuesday Chai Hicks and her Friend Anna Crotty were having a coffee in Byron Bay discussing years past when they trekked in the Himalayas and how horrible it must be in those villages now after the earthquake. They had seen news of the earthquake on SBS news the night before and there was something mentioned about helping, so they decided to call and find out where they could send a donation. After a few phone calls no one seemed to know so they decided to do something themselves and rang our shop and by about 4pm they had my mobile.

Wednesday morning the 12th. QANTAS, had been contacted and they might agree to carry the tents to Bangkok (no mention of numbers maybe a pallet) Pakistan Air (PIA) would carry them on to Islamabad. Local radio Bay FM had been contacted as well as the Lismore Echo paper. Emails hit the Internet. Many phone calls were being made throughout Wednesday to sort issues we did not know existed. (Labels, permissions, "You have to speak to someone else in another department".) On Wednesday most of the calls were being made by us, we were getting the information out. Thursday 13th. The morning was quiet but at 8am Chai did an interview with Steve Austin ABC Radio. Television crews turned up at the shop from Channels 7 & 9, and Coast Radio on the Gold Coast and four Tasmanian community radio stations were getting the word out.

9am the phones started, and our team was in chaos. We did not expect the response. Only two lines into the shop and both were not useable to call out on, fax or use our EFTPOS, my home number was also given out as well as a few mobile numbers. The days through until Friday were 5.30am

starts and we left the shop around 11pm. But by mid-morning Friday we knew that 1000 tents were going to be sold so we rang the wholesalers Oztrail and said send the tents to Sydney. They had agreed to pay the freight cost for that leg of the journey. We stopped selling tents a little after lunch. It was time to add it all up. Some callers sounded so concerned we said yes they could buy a tent and after the sums were done we had sold 1060 so on Monday morning we had to get another 60 tents. These came from Outdoor Connection and they also paid the freight costs to Sydney for these two pallets.

One week on and the tents are still on the ground in Bangkok airport they will be picked up by PIA today. Medicine Sans Frontier and the Fred Hollows Foundation have people on the ground, and we have had discussions with them about delivery to those in need. We hope to get photos back but there is a fair amount of satisfaction even if no photo arrives.

The team who put this together were Chai Hicks and Anna Crotty, Phil Sleeman, Alan & Sue Bainsbridge, Skye Crotty, Barbara Maloney & Andrew Maloney. In the shop John Maloney & Dale Warburton kept everything functioning. Sandy McCutcheon and Steve Austin from the ABC were excellent advisors and information facilitators.

The rewards outweigh the time and effort simply because of the generosity, kind words and support given by all of you who phoned, emailed and spoke to us.

• Chai Hicks, Barbara Neville John & Andrew Maloney, Anna & Skye Crotty, Phil Sleeman, Alan & Sue Bainsbridge.

Update 2006:

Our small group, after our initial success in sending 1,000 tents to Pakistan, has embarked on the next step to manufacture in Pakistan a further 6,000 tents/shelters for distribution to some of the 500,000 people who are still homeless. The winterised tents will be manufactured in

Pakistan and are designed for the harsh terrain of the Himalayan winter. Each tent will shelter a family of 6 to 8 people and it is estimated that a variety of sizes will cost between AU\$200-\$300. Donations of tents can be done individually or collectively so why not get together a group of friends of colleagues to make this valuable contribution. Any donations towards the purchase of a tent will also be greatly appreciated. The need is dire as the bitterly cold winter sets in.

30 Diana Hill

President of UNICEF Australia

Diana Hill is a professional psychologist and educator with an extensive record of service to children and young people. Her career includes over 20 years' service as a school psychologist and then as Deputy Principal. Most recently she has served as an adviser and advocate for children at state, national and international levels.

Diana was elected to the Board of UNICEF Australia in 1994, and became President in late 2002. Her dedication to the interests of children has seen her sit on various other Boards connected to children's and youth affairs, including the Board of Child and Youth Health in South Australia and the Coordinating Committee of Advisory Bodies for Children. She has chaired a South Australian Ministerial Advisory Committee on students with disabilities, and from 1988 to 2002 chaired an Anti Tobacco Ministerial Advisory Task Force in South Australia.

Diana travels extensively and since joining the Board of UNICEF Australia has visited UNICEF's field programs in Timor Leste, Myanmar, Solomon Islands, Fiji, Papua New Guinea and the United Arab Emirates. She is married with four children and two grandchildren.

Interview with Diana Hill

Why did you become involved in UNICEF?

I believe strongly that children are the future. UNICEF is the driving force that helps build a world where the rights of every child are realised. UNICEF is unique in that it has the global authority to influence decision-makers, and a variety of partners at grassroots level to turn the most innovative ideas into reality. I became involved because I wanted to play my part to build a world fit for children.

What does your position as President of UNICEF involve? What skills and qualities do you feel your position requires?

As President of UNICEF Australia, I believe first and foremost that the fundraising and advocacy work we do must focus on the best outcome for children. The position requires that I chair the meetings of the Board of

UNICEF Australia and that requires understanding of the role of a director of a not-for-profit organisation and all legal requirements under Australian law.

In addition there must be a willingness to participate in all aspects of fundraising, a preparedness to speak publicly to groups, governments, school children and the media about the issues facing children, particularly the most vulnerable children – wherever they may be in the world. To do this I need to work closely with the staff of UNICEF Australia, examining issues related to children, preparing strategies for raising awareness of UNICEF in Australia and assisting in raising much needed funds for UNICEF's programs for children.

The driving force behind my work is the attitude of the children for whom we work. Their resilience and wish to participate in life as children before they are adults, their joy and enthusiasm when they can play, learn, enjoy good nutrition and better health with their families and in their communities, brings a sense that the world will be a better place because of their participation.

What have been some of the highlights of your work with UNICEF?

The highlights are my visits to the field where I have the opportunity to sit with children, their mothers and their communities and experience first-hand the difference UNICEF has made to their lives. My visits to a UNICEF Child Friendly Centre and an orphanage in East Timor, to children and women's shelters in the Solomon Islands and most recently a Centre for Children with Disabilities in the United Arab Emirates have all provided such opportunities.

Other highlights were when I learned of the success of a girls' education campaign in Afghanistan. This campaign supported by UNICEF managed to get three million children into school, many for the first time. And in Cambodia, the tremendous progress we've made immunising children.

These are all success stories that prove that every dollar we raise here in Australia can make a difference to a child's life.

What factors are considered when deciding which health, education and child protection programs are funded by UNICEF Australia in the developing world?

UNICEF Australia raises funds from the private sector, including from individuals; and also from the Australian government through AusAID.

Funds raised from the Australian public are the most important kind of funds to UNICEF Australia because they are untied and can be directed to the most vulnerable children. These funds are generally directed to UNICEF headquarters, which then distributes them according to the areas of greatest need. They are directed towards programs that assist children in countries where there is an unmet need. On the other hand, governments for instance may wish to earmark their contributions towards specific water and sanitation programs in Iraq, which means that protection, health, or education programs in Iraq may not have sufficient funds. Public funds can then be used to address the many shortfalls in these areas.

UNICEF Australia raises a proportion of funds from the Australian government by submitting proposals which are in line with both UNICEF's and AusAID's strategic and geographic priorities. Most AusAID-funded programs are located in the Asia-Pacific region. We ensure that our AusAID-funded programs are in line with UNICEF's core strategic priorities – namely Girls' Education; Integrated Early Childhood Development; Immunisation Plus; Fighting HIV/AIDS; and Improved Protection of Children from violence, abuse, exploitation and discrimination - and that they incorporate strategies to ensure they reach the most vulnerable children and women. We also look at whether the proposed program is appropriately designed to meet the relevant development needs; and whether it incorporates strategies to ensure sustainability, capacity building and consideration of gender issues; and whether it can be achieved within the proposed timeframe.

Our AusAID-funded programs should also match AusAID's priorities for funding in the region. For example, UA/AusAID is currently funding a juvenile justice study with UNICEF Cambodia. An important issue that needs addressing in Cambodia, juvenile justice is an area of focus for both AusAID and UNICEF in Cambodia.

Do the Programs originate from within the country by UNICEF advisors who are in the region? How are the programs' outcomes evaluated?

Yes. Each UNICEF field office develops a 5-year Country Program of Operation in coordination with the relevant government. UNICEF Country Programs focus on how UNICEF - in partnership with government - will address the needs of children, women and their communities as established through consultation with communities, baseline studies, situation assessments, evaluations and so on. UNICEF country programs focus on implementing specific education, health, protection, and other programs throughout the country at the grass-roots level, as well as advocating for children's rights at the government level – for example, working to introduce legislative and policy frameworks to protect children's rights. UNICEF also consults with local committees, community-based organisations, local non-government organisations and international non-government organisations to determine areas of greatest need and appropriate program interventions.

Every UNICEF country office has their own monitoring and evaluation section, so that UNICEF is able to internally evaluate its programs on an ongoing basis. UNICEF evaluates its programs through community feedback and consultations, collection of relevant data, and monitoring of outcomes and of implementing partners. For UNICEF Australia's AusAID funded projects, UNICEF Australia engages external evaluators to evaluate the programs from the perspective of the communities involved. UNICEF also conducts joint evaluations with donors, such as AusAID. Financial evaluations are conducted on an ongoing basis, with both

UNICEF and donors like AusAID employing independent auditors to assess UNICEF finances.

What are some of the difficulties in raising funding for UNICEF's programs?

UNICEF derives its income entirely from voluntary contributions. We receive no funding from the UN. The two primary sources of contributions are: governments and intergovernmental organisations; and private sector groups and individuals.

UNICEF has 37 national committees in developed countries – including UNICEF Australia – which fundraise specifically for UNICEF programs in developing countries. As we essentially operate as a small business, we must ensure that we fundraise to provide a sustainable, regular income to support UNICEF programs. This is why UNICEF Global Parents are so important to us. UNICEF Global Parents provide a regular, reliable monthly income to UNICEF outside of emergencies, disasters and appeals. Our UNICEF Global Parents are incredibly supportive and loyal, but it can be difficult to convince the public of the importance of contributing regularly to a charity.

Another difficulty is that we must keep our overheads low, and that includes staff and resources. In all fundraising, the greatest problem is that the needs are huge whilst all work must be done at minimum cost.

Where does UNICEF obtain most of its funding from?

Contributions in 2002 from governments/intergovernmental organisations accounted for two thirds of total contributions, while one third came from private sector sources including the Australian public.

Regular resources – that is, untied funds - are the foundation of UNICEF country programs. We depend on these to have an effective global presence, to provide continuity in our work, and to ensure long-term planning. Regular resources also allow us to respond quickly to emergencies and changing priorities. While earmarked resources are

indispensable for expanding the reach of our country programs, the assured base of regular resources provides predictability for UNICEF's interventions at the country level. As such, we are working to increase our income from private sector sources and individuals to 50% of our total income.

How do you personally deal with your encounters with children and adults experiencing poverty and injustice and the awareness of over half a billion children living on less than \$1 US per day?

When I meet children and families and communities experiencing poverty and injustice, it only strengthens my resolve to do more.

You have said, "Eradicating poverty depends upon the commitment from governments, communities and individuals at national and international levels," and that eradicating poverty requires:

- 1. World leadership and clear Goals
- 2. Basic services through investment by Governments
- 3. Protection of Human Rights and
- 4. Strong advocacy and support

(Children and Poverty an International View Anti-Poverty Week 13 –17 October 2003)

Why do you believe that governments fail to do the above given that the divide between the haves and the have-nots continues to grow?

Worldwide, there has been a growing focus on national security and defence. Over the last decade international aid has dwindled. In 2000 it was at a record low of 0.22 per cent of GNP of developed countries – less than a third of the 0.7 per cent target agreed by the UN some 30 years ago.

But compared to what the world spends on weapons or luxury consumer items, the resources needed to provide for the basic needs of children are modest. The problem is not one of insufficient resources, but a combination of misplaced priorities, and a lack of vision and commitment by leaders.

In some countries, traditions, and taboos – such as those surrounding HIV/AIDS - are barriers to progress.

By contrast, countries that have achieved significant progress in human development in recent years are those that have made immediate social investments a priority and spent proportionally more on basic social services, viewing these investments as a foundation for development. For example, the Kenyan Government abolished school fees last year to make education free for all children. Since then more than 1.3 million children have entered school for the first time, pushing national enrolment from 5.9 million to 7.2 million.

To what do you attribute Australia's reluctance to ratify the United Nations Convention Against Transnational Organised Crime (CTOC) 4 and its three optional protocols?

To the best of our knowledge, the Government is currently in the process of ratifying the Convention and the 3 Optional Protocols. Their explanation for the delay in ratification is that the internal procedures of ratification take time. There does not appear to be any reluctance to ratify the Convention and the Optional Protocols on their part. The Federal Attorney-General's Department is currently researching all relevant state legislation to ensure that it complies with the Convention and the Protocols and to establish what - if any - domestic action is required in order to comply with the obligations under the Convention. The feedback from this process is that little or no amendments will be required to either federal or state legislation to ensure that Australia complies with the Convention and the Protocols. If any amendments are required, it is expected they will be minimal. The Department of Foreign Affairs and Trade appeared before the Joint Standing Committee on Treaties in December 2003 to update the Committee on the process of ratification. Once all internal procedures are complete, ratification is expected to take place within the next 12 months, at the longest. UNICEF Australia encourages the Government to ratify the Convention and the 3 Protocols

and to put in place appropriate mechanisms to protect vulnerable children and women from the serious crime of people trafficking.

In relation to your current Child Trafficking campaign, why was this campaign initiated and what kind of a response was anticipated? What has been the response to it?

The kidnap and abduction of young children from their homes and families is now big business in many parts of the world, earning traffickers an estimated \$12 billion every year. It's a horrifying thought that when children should be learning, playing and simply enjoying their childhood, hundreds and thousands are being robbed of their innocence and living in fear.

By far, the best way to combat the evil industry of child trafficking is by raising awareness and developing rehabilitation programs. Education is vital. UNICEF educates parents and children about the dangers of child trafficking. Girls who are enrolled in school are in less danger than those who aren't. Law enforcement officials, judicial authorities, media and communities are made aware and trained to deal with the problem. For those who have been rescued from the hell of child slavery, UNICEF reunites them with their families, offers trauma counselling and support for those who have been exposed to HIV/AIDS, provides economic support for their families and access to skills training when the children are ready.

The campaign has helped contribute to the current debate on the issue in Australia. It is too early to calculate what the response has been since the campaign is ongoing.

How can women in third world countries be empowered so that they can break the cycle of poverty? What have been some of the programs UNICEF has run to benefit women?

All UNICEF's work is about empowering people to help themselves. Our programs are aimed at long-term sustainability.

The AIDS education program in India is a good example of how UNICEF is empowering women and children to change their lives. Many children don't have the information they need to protect themselves because AIDS and sex education are often taboo topics - any information they get is from friends – and there are many misconceptions about how AIDS is contracted. So it's really a case of what they don't know might kill them.

But in village women's groups and schools in Southern Indian states such as Maharashtra, children and women are learning about life-skills now thanks to UNICEF efforts and materials. They learn not just how to protect themselves from AIDS but also about hygiene, teenage pregnancy, basic anatomy and reproductive health. They then pass on this new-found knowledge to brothers and sisters and parents, and in many schools children have taken it upon themselves to make posters and plays which they've performed in the slums, so even more people benefit from this knowledge. Meeting these children and women you see how confident they are, how they have taken their lives into their own hands. Many girls have told their parents they don't want to marry before 18 or even 21. They now know that the physical and emotional changes they're going through at this time in their lives are normal.

Empowering women and girls through education is one of UNICEF's priorities. Only education can empower girls with the confidence to make the most of their abilities and make decisions that result in such social benefits as later marriages; better nourished and healthier children; fewer childbirth-related deaths, and greater opportunities and life choices for women. Under-educated parents, particularly women, are less able to see to it that their children get the education they need. This contributes to factors that help perpetuate the cycle of poverty, such as child labour, ongoing health issues, and low wages.

31 Marit Hoel

Dr Marit Hoel is the Founder and CEO of the Center for Corporate Diversity in Norway. The objective of the Center is to present the case for diversity in business and also to insure that the Norwegian business community recognises and utilizes the growing competence of businesswomen in Norway. From 2000 to 2003 the Center presented an annual census of the Women Board Directors and Executive Directors in the top 250companies in Norway. In 2004 the Center released the first Nordic 500: Women Board Directors and Executive Directors of the top 500 Nordic companies. CCD has since 2003 been commissioned by The Ministry for Trade and Industry to analyse the development of women board directors in public limited companies in Norway, targeted by the quota law of 2003. On March 19th 2009 The Center for Corporate Diversity presented the 2008 Nordic 500. This time the 500 study included data on Corporate Ethics in the 500 largest companies in the Nordic countries. Marit Hoel was previously the Research Director at the Institute for the Studies of Higher Education and a Research Fellow at the Institute for Social Research in Oslo, Norway. In 2000, Marit arranged Norway's first seminar on "Leadership-Equality-Diversity" where she presented her report on the emerging strength and competence of businesswomen in Norway. Marit has also published many articles and several books on the topic of women and work. In 2008 Marit Hoel presents an article ("The Quota Story"), addressing the process behind the quota law on corporate boards in Norway (Vinnicombe & Singh (ed), Elgar Books, London). In November 2008 Marit Hoel received The World of Difference 100 Award at a TIAW Award Gala in Toronto. Canada.

Interview with Marit Hoel

On reflection, what were the critical factors that convinced the Norwegian Parliament that quotas were necessary for Norway's corporate boards?

The principal questions that convinced the parliament was that the number of women on corporate boards remained at the same low level year after year despite campaigns, discussions and changes in demographics, educational level and participation of women on all levels of political life and public service.

How do you regard the success of Norway's implementation of quotas and what do you base this on?

As by now, all companies regulated by the law have complied, and none of the sanctions for non-compliance had to be carried out towards companies. A vast majority of the chairs of the companies seem satisfied with the work of the women they have recruited it seems from interviews.

What is the current situation in Norway based on your most recent analysis of the development of women board directors in public limited companies as evident by the Nordic 500, Women Board Directors and Executive Directors of the top 500 Nordic companies?

Presently 40.3 % of board directors are women in the 370 companies that are regulated by the law.

What are your views about the controversial arguments that surrounds the implementation of quotas including the argument of giving women positions based on merit; women's shortcomings in managing board positions, and the rights of private ownership?

I can answer two of your topics here: The statistical Bureau in Norway recently published an analysis that shows that the level of education has risen in the board rooms after the law was introduced, because the women who are recruited have significantly higher education than the men they replaced.

The Norwegian board structure include a number of independent board members (Non-Executives). Therefore our boards also include persons (men and women) with non-executive careers. So far there is no evidence that we have recruited women with substantial shortcomings compared to men.

The principle question of the right for private owners to decide the board is as you imply a principle question as is not solved in the law. However, listed companies are regulated in other ways that limit the possibility of owners from solely deciding all aspects of a company. Norway has not

regulated by quotas all the ten thousands of private limited companies in the country.

Do you think that putting in place targets rather than legally based quotas are as effective?

This I cannot answer because there are no long-term studies of the effects of targets instead of quotas.

Have there been any changes to Norway's education sector to develop women's talents in male dominated industries and breakdown gender biased stereotypes? Or is the attention still being focused on attaining levels of visible power by women in the corporate landscape?

The Norwegian government has implemented a lot of measures even since the 1980'ies to better balance educational choices. The results are good in topics like medicine, law and economics where a majority of students now are women. In physics and mathematics results are acceptable, but not gender balanced yet. In engineering women are a clear minority of students.

32 Barbara Holmes

Barbara Holmes is the Managing Director of Managing Work | Life Balance. She has over 25 years experience as a Human Resources Consultant, specialising in Organisational Change and Employee Involvement programs.

Barbara has spoken at work/life/diversity conferences in New Zealand, Singapore, London, and New York, and at a number of events in Australia.

In 2005 Barbara was an adjudicator for the Work/Life Award given as part of the 2005 Australian HR Awards. They are the leading event for recognition of benchmark HR practice in Australia and recognise excellence across the entire spectrum of the HR profession.

During 2006/7 Barbara conducted the 10th Annual Work / Life Initiatives —The Way Ahead Benchmarking study Nearly 300 organisations participate in this study that delivers participants with a Best Practice ranking of their efforts as well as statistical data that highlights some of the benefits that have accrued to organisations who could be regarded as being at the 'leading edge' in the implementation of a focussed work/life strategy.

During the ten years of the research the findings have been reported in The Australian Financial Review, The Age, The Sydney Morning Herald, BRW and the CCH Human Resources Journal.

Projects have included:-

The launch of the Flexible Work Options Tool Kit – which is A 'how too' Guide for Managers and Employees on the implementation of flexible work options. This resource is now used by organisations such as The Child Support Agency, The Federal Police, Mallesons Stephen Jacque, Minter Ellison and the Commonwealth Bank.

Providing advice and guidance to the Singapore Government on the upgrade of their national Work/Life Awards for industry. This project included providing advice and recommendations on the application, adjudication and recognition processes.

Facilitating workshops in Singapore on the development and implementation of Work/Life Strategies in the private and public sector.

NT Government The MWLB consulting team led by Barbara won 2 competitive Tenders with the Northern Territory Government. The first was to design and deliver workshops for both managers and employees on how to (i) balance their work/life responsibilities and (ii) manage employees with work/life issues and implement flexible work arrangements. The second was to provide advice and guidance on the

implementation of the NT Govt Pilot work/life strategy and in particular the implementation of flexible work options. A key component of this assignment was to train trainers to deliver in-house training on the implementation of a range of flexible options.

Barbara has also written:-

- A manager/employee Tool Kit on implementing flexible work arrangements
- A Childcare Information Kit.
- An Eldercare Information Kit

She has been invited to speak at work/life events and conferences in Singapore, New Zealand, The USA and England as well appearing on national television and The Life Matters program on ABC radio.

Interview with Barbara Holmes

Why should there be work/life balance policies and practices in any workplace?

There are a number of sound business reasons for implementing policies and practices that support employees with work/life responsibilities and issues:-

There is now an established body of evidence that shows there are real bottom-line benefits for the employer to invest time and effort in such options. In an employment environment where there are shortages of skilled and experienced employees, employers have to differentiate themselves from their competitors, offering options such as flexible work arrangements, paid parental leave, access to health and fitness programs etc is one way of doing this.

Data from research such as the Managing Work | Life Balance Annual National Work/Life Benchmarking Study shows that in Best Practice organisations (that is those organisations that have a well-established work/life strategy and a culture that is responsive to the needs of staff) employee engagement is likely to be higher than in other organisations. There is also likely to be an increased commitment to client/customer service.

Organisations who offer paid maternity leave are likely to have a higher % of staff returning from maternity leave.

Recent data from the 2007 Fortune 100 report showed that 4 of the top 25 organisations have been recognised for the excellence of their work/life strategies.

In New Zealand the EEO Trust has just published data which shows that promoting and supporting work/life strategies in the workplace results in a workforce that is more committed and give greater discretionary effort at work.

What are some of the major concerns' employers have in offering work/life balance flexibility and how do you deal with these issues?

Employers are often concerned about the fair application of their flexible work options policies and the fact that there may be a mass of people all asking for less than full time work. In reality whilst a number of people will initially be interested in a flexible arrangement – most times this evens out and is generally manageable.

More often the concerns are raised by team leaders who have to manage the local situation and are concerned about getting the work done and managing customer requirements, these are very real and valid concerns especially where the team leader has little or no experience in managing people who work flexibly.

Managing Work Life Balance International has developed a Flexible Work Options Tool Kit that has information for both the employee and the manager and helps them in the initial set up and decision-making phase as well as the implementation of the flexible work arrangement. We also advise the client to provide training for the team leaders on how to manage a flexible work environment and respond appropriately to requests for flexibility. We do (of course) facilitate these programs for clients when requested.

Can you specify which organizational work/life balance practices are proving to be of most benefit to individuals?

This is a little more difficult as each person's work/life needs will be different and there is no 'one-size fits all' solution. In general many individuals find that some type of flexible work arrangement - be that; less than full time work, job share, working from home etc gives the opportunity to better manage many of their work/life responsibilities.

How does gender, age and socio-economic status of individuals affect the type of work/life practices that are designed for workplaces?

When I first started working in this area some 17 years ago the focus was predominantly on women's issues and the need for affordable childcare. Then there was a push to recognise that men too have children and are carers and have work/life needs. What we have learnt over time is that the majority of employees have some sort of work/life need or responsibility and that this will change with age, family circumstances, financial situation and changes in the workplace.

The challenge for the employer is to recognise the diversity of issues within the workplace and to not favour one group, over another. This can be quite challenging as our own values and beliefs have the potential to influence the situation and the decision making process, For example a manager with strong family values may give preference to someone wanting to work less than full time, who has a child, rather than someone who wants to work flexibly because of their study responsibilities. In reality both reasons should be regarded as equally valid.

How can leaders identify what types of work/life balance initiatives are needed to suit their organization?

This is a really important issue as whilst we know that there are some essential basics to be covered, such as the introduction of flexible work practices and various leave options there is a very broad range of other

options that can be introduced, such as; health and wellness programs, or gym membership and/ or employee assistance programs.

Most Best Practice organisations undertake a detailed work/life needs assessment (survey of all staff) that identifies not only the work/life needs off staff but also highlights potential roadblocks to change – such as the attitudes of managers and team leaders, or organisational practices. Such a process also allows the organisation to focus in the bottom-line issues such as retention, absenteeism and employee engagement that will be addressed by the implementation of work/life strategies.

Some organisations rely on their culture survey to deliver this data, and whilst it can deliver some useful information – our experience with a number of organisation has shown that this data is not always specific enough to provide the data that can be used to make decisions on investing in specific work/life programs and resources. For example, a high percentage of employees may respond that they believe that on-site childcare would help them. However, further in-depth analysis is likely to find that a much lower % would actually use an on-site centre. Much depends on the structure of questions and this is where professional help can be invaluable.

The data collection and analysis process is really critical to the ongoing success of the strategy. It will also provide data that can be used in the longer term to evaluate the success of the various components of the strategy and changes within the workforce in the way that work/life issues are addressed.

How can organizations or leaders assess the effectiveness of their work/life balance initiatives?

Organisations such as Westpac Bank, the ANZ Bank, Freehills, PriceWaterhouse Coopers, Mallesons, have all measured the effectiveness of their programs and can show demonstrable returns on their investment.

The data from the 2007 National Work/Life Benchmarking Study¹ clearly shows that Best Practice organisations are achieving significant returns on their investment through improved attraction rates, increased employee satisfaction and reduced turnover rates.

The key to the measurement process is to collect the initial data (see previous questions answers) that will direct your efforts. Measures such as retention rates, absenteeism, employee engagement, return rates form parental leave, client service standards, team profitability are generally used.

Should one expect the implementation of work/life balance initiatives to be at a cost to the organization's profit margin? Are there examples of private sector organizations adopting work/life balance programs and finding this not to be the experience?

It really depends on the options that the organisation chooses to put into place. Whilst programs such as health and fitness activities may require an initial investment the payoff generally comes from fitter healthier employees who may take less sick leave. Options such as flexible work arrangements are generally low-cost options.

How do you regard the view that work/life balance schemes are open to abuse by those who take advantage of them?

Yes some will try, just as some will try to abuse other schemes and programs within the organisation. However, just as the team leader manages employee performance in other aspects of their job, so managers need to manage their access and usage of work/life schemes.

¹ Conducted by Managing Work|Life Balance International - annually. The Executive Summary can be found at www.worklifebalance.com.au

What are the difficulties you experience in changing the mindsets of managers and leaders about developing a focus on work/life issues?

I have learnt that I need to find the trigger that will help managers and leaders understand the need for work/life issues in their organisation. For some it's understanding the business imperative. For others it's about wanting their organisation to be regarded as a good corporate citizen or a Best Practice company. It is then easier to build the case for change and to persuade them of the importance of work/life strategies for their organisation.

What has shaped your interest in this area?

A long-time interest and professional involvement in promoting and supporting women in the workplace, both here and in the UK. This has developed into to promoting change in the way that work is done so that all staff are able to work in an environment that is fair and responsive to a diverse range of work/life needs.

What resources do you draw upon for your professional development and practice in this area?

Most development opportunities come from overseas assignments and working with work/life consultants and researchers in the UK and the USA. As well as actively keeping in touch with local changes and developments in the areas of human resources management.

Are there more women than men working as consultants in this area? What observations do you make about the qualifications and experience necessary to work in this area as a consultant?

There are generally more women than men working in this area. They come from a range of backgrounds, HR Practitioners, Consultants, Lawyers, Academics and Carer specialists. My experience would suggest that a successful consultant needs to have had experience managing people, a good understanding of HR Practices and Employment Legislation, excellent people and consulting skills, be self-motivated and

confident to work at all levels of an organisation and most importantly be a good problem solver, and have a sense of humour!

What are some of your likes and dislikes about working in this area?

I really enjoy working with people, having the opportunity to be creative and innovative, and working with clients to implement changes that will support their staff. There are rarely two days the same, working in my own business allows me many choices and flexibility. There are few dislikes although sometimes the amount of travelling I do can be challenging - but of course there are benefits in seeing and working in new places with new people. An assignment in Tennant Creek meant that I drove four hours through the Outback from Alice Springs to Tennant Creek and saw some amazing country. Overall the last seventeen years have been exhilarating sometimes exhausting but mostly very rewarding.

33 Patricia Hughes

Patricia Hughes was born in Brisbane and has become a full-time writer after having started her career six years ago with her bestselling narrative, *Daughters of Nazareth*. She followed her success with another non-fiction named Enough and now has moved onto crime thrillers, something she has always wanted to do. Patricia now lives on the Gold Coast where she has based her new crime novel, Out of the Ashes, released in October through Zeus Publishers. She has just completed a sequel to this latest thriller to be released next year.

Interview with Patricia Hughes

What would you like to see change in the major political parties' responses to assisting women who have experienced domestic violence?

As with most governments, they handle the situation with a 'band-aid' effect but I think this is because their hands are tied. Provision is made at the moment for victims to be moved to a safe place and offered support and counselling and if we are realistic, this is probably the extent of their ability. They can't make the perpetrators stop abusing and they can't stop a lot of the women from going back to their abusers. All they can do is pick up the pieces by offering their support. Ultimately, we all have to be responsible for our own actions, as do they abusers. We have to be able to look at ourselves objectively and decide whether we want to take the abuse or leave. When we do leave, the governments can then step in with the help needed. If I have any criticism at all, it would be the level of funding that is available. It is at a bare minimum.

What are your feelings about the way the Australian legal system deals with victims and perpetrators of domestic violence?

As a past victim, I was truly shocked at the leniency that my abuser received. When you stop and think about it, it is actually assault but for some reason, domestic violence doesn't get the same reaction. Possibly this is because it happens in your home and with no witnesses and more times than not, the women don't press charges. We all know that is

because the women are scared of infuriating an already out-of-control man but it is also the reason why law enforcement officers throw their hands up in despair. Another reason is shame and even as I say that, I don't know why it is we feel shame. Abuse is the other person's lack of control, not ours. More severe penalties by a judicial system is a good deterrent for any offenders.

What do you see as being the impact of domestic violence on children who are in the same environment? What observations can you draw from the research done in this area?

We all try to save our children from the horrors of violence especially in our own home and this is no different. They are the real victims here because they are innocent of any wrongdoing whatsoever and have no control of their life. We, as women, can choose to leave our abusers or choose to stay. Our children don't have that luxury. They are dependent on our choices whether they want to stay or go. They have no choice.

What avenues of assistance are open to children who are the victims of domestic violence be it in a direct or indirect way?

As with women, children have access to counsellors at their disposal, but I think most women will agree with me, that prevention is better than a cure. Taking them away from this abuse and not allowing the continued exposure of this violence to them in the first place is by far better than years of sitting with a counsellor trying to make sense out of a horrendous experience.

Can you comment on your experience of writing "Enough."

Writing this book has been a therapy for me on its own. It has allowed me to put everything into perspective and to see it for what it was: a situation that was not my fault. It has allowed me to sit back and use it as positive re-enforcement and say 'I was a victim but I'm not anymore. I'm a survivor.

What has been the response to your book?

There has been a great deal of resistance to Enough and it's purely because of the subject matter. Domestic Violence is one of those 'nasty' subjects that people avoid. Most book sellers are happy to order the book in for you, but they are reluctant to have it sitting on their shelves. The main reason for this is despite the fact that it is a self-help book and I've been told well written, the women who need to read it, find it too hard to go into the shops and ask for it because of the shame they feel. They don't want to be labelled a 'victim of domestic violence'.

Why do you feel that the crime of domestic violence against women is underreported?

Shame keeps a lot of women quiet. Domestic violence is an attempt to dominate and control and this mistreatment breaks down defences leaving the women with very little self-esteem and self-worth which helps to keep them silent. Also, like rape, domestic violence usually happens with no witnesses and unfortunately, most women have nowhere else to go. So they put up with the abuse in the hope that it is a one-off or two-off situation. This only makes things worse because they create more pain for themselves in the way of loneliness.

Are there common attributes associated with the men who are perpetrators of domestic violence?

Abusive men seem to share certain characteristics. Some forms of abuse are subtle and can easily be denied but aggression, anger, intimidation, manipulation, and control are the main patterns of abusive behaviour. It is an attempt to establish control over its victim. Victims, however, avoid coming to terms with the abuse because there is usually an attentive stage filled with regrets and promises: reasons to deny the abuse is happening. But during this stage, the abuse is rising and tension increases. They can appear kind, affectionate, sensitive, and thoughtful, showing social charm and a winning personality but can also show selfishness or a lack of empathy for others. They have a low level of tolerance for the mistakes of

others and are quick to anger over trivial matters. Perfection is expected, leading the women to impossible standards. Their behaviour is inconsistent keeping their victims unsure and afraid to make any decisions in case this leads to another bout of violence. They can also appear protective and concerned for your welfare but ultimately this leads to a possessiveness that leaves the women unable to make independent decisions on their own. And they take no blame for any mishaps that happen. Abusers often blame circumstances, life and even their victims for their own reaction to stress and their intensity of emotions and lack of emotional control are danger signals that should be noted.

Are there common attributes associated with women who are the victims of domestic violence?

Women, as a whole, are peacemakers and this is probably one of the reasons that abusers find it easy to manipulate them. We live in a male oriented society where men are dominant and regarded as the 'boss'. Today's women have been exposed to past generations that look at the men as the head of the family. We have grown up with this and it is very hard to break the pattern of acceptance. What women need to do is to realise that this does not mean that men are permitted to be aggressive and that a modern relationship is a partnership with both parties allowed their views and opinions.

In your book, you speak of physical, verbal, psychological and social abuse. How do you see yourself interacting in a social situation when subtle or overt derogatory comments against women are insinuated with humour and sarcasm? Do you feel that women need to raise their voices against such remarks even though they are put forward frivolously? Why?

You will always get people who say 'it's her own fault' for going back. The trouble is these people don't realise that in these women's minds, there is nowhere else to go. People not directly involved do not see domestic violence as the serious social problem it is and although it does no good to be complacent about derogatory remarks, it also does no good to let them

slide. Voicing your opinion is your prerogative and right and you have a right to be heard. If nothing is said, then the issue stays in the background.

Do you feel the question, "How will I survive financially?" How will I take care of my children?" are the critical questions in a woman's mind that leaves her feeling helpless and powerless to do anything but return to the abusive relationship? How do you advise women who feel that they are incapable of surviving financially if they left the abuser?

A lot of women decide to stay in an abusive relationship for many reasons. One is economic dependence. They may have children and their husband is the sole provider and they have no income of their own. Some decide to stay because we know that domestic violence is an attempt to maintain control and this mistreatment breaks down self-esteem after being told time and time again how useless they are. The decision to stay is overpowering and inevitable. Another is they are justifiably scared that they will be abused if they stay and followed by an enraged man is they go, and they find themselves in a Catch 22 situation. Some women hate and love their abusers at the same time. Anger, confusion, fear and hurt all create a turmoil of emotions. What some people don't know is that abusers can be remorseful after every episode. These women are confused by this show of love and willingly stay to feel that warmth and acceptance. We all crave love and that is another reason why some women stay.

What is your answer to the question you pose in "Enough": How did love turn into abuse and violence?

That is a hard question. How does love turn into abuse and violence? My only feelings on that, and this is purely from my own experience, is that it was never true love in the beginning. It was a relationship based on manipulation, control, anger, and submission. That is not love.

What was the turning point for you when you felt that you had had 'Enough' of the abuse?

My 'enough' was long coming. Like many women, I thought I had caused his mood changes. If only I didn't say that or if only I didn't do that. I knew the relationship wasn't ideal, but I had hoped it had potential because he wasn't always abusive. He could be kind and loving. It took me a while to see that it was just an act and another way of manipulating me into doing what he wanted with no thoughts or feelings for me. Unfortunately, some of us have to nearly lose my lives before we realise that they will never change. It took the advice from a doctor to finally make me understand what I was doing with my life and my children's future. There isn't a day that goes by that I don't think of that doctor and thank him.

How is life for you and your boys now? Do you feel that the pain of your 18 months experience of domestic violence diminishes with time?

Nothing will ever make the memories go away. And that is a good thing. Never try to forget what you went through. Use it as reinforcement that it is something you've overcome and be proud of your achievement. Think of yourself as a survivor and remember that being a punching bag for someone is something you will never go back to. You are a survivor! In my book, I have listed seven steps, but I think the final one is vital. Learning to move forward. I have learnt that not all men are abusive, and trusting is a natural emotion. I have moved forward in my own life and I am now happily married. The memories will never fade but I don't dwell on them now. I have learnt to accept that things happened to me but it's in the past now. I've managed to put it behind me and concentrate on the future rather than the past and that life can be rewarding and fulfilling.

Enough - Speech by Patricia Hughes

Delivered in Perth at the Amnesty International Conference for Violence against Women as well as The Queen Street Mall launch, sponsored by The Body Shop as an advocate against Domestic Violence.

There is a culture of violence engulfing our world. To our shame, future generations will look back on this period of history and identify it as one of the most violent periods ever with the severity of war and terrorism. We are almost becoming immune to seeing it splashed all over the news and television on a daily basis. But with all the expressions of violence, the worst is domestic violence. Women and children in huge numbers live in terror in their own homes, weighing up every word they say, always on the edge, afraid to relax and doing their best to please and calm their persecutors even knowing that their best will never be good enough to prevent the next attack.

Domestic violence is not just a curtain raiser for a much bigger event. It's an event in itself. People not directly involved in domestic violence don't believe that it's the serious social problem that it is. It's existed for centuries and has been hidden and ignored firstly by a society that sees it as a taboo subject to be swept under the carpet. And secondly, by the victims themselves who have chosen to keep quiet, mostly out of shame. The seriousness of this problem is diminished by the fact that like rape, the crime of domestic violence is under-reported because it usually occurs at home and with no witnesses.

One question everyone seems to ask is 'So why don't these women just leave?' One factor I'm sure you'll agree keeps women under the control of these men is they're scared. They have this underlying hope that the man's behaviour is just a one-off or two-off occurrence and it will stop. Unfortunately, most times it doesn't. Even when it seems it couldn't get any worse, not all women decide to leave their abusers.

A lot of women decide to stay for many reasons. One is economic dependence. They may have children and their husband is the sole provider, so they have no money of their own. Some decide to stay because we all know that domestic violence is an attempt to establish dominance and control and this mistreatment breaks down their sense of self-worth already low after being told repeatedly how useless and worthless they are. The choice to stay is inevitable and overpowering and therefore they put up with the abuse. Another is that they are justifiably scared that leaving will not end the abuse. They find themselves in a Catch 22 situation where they are abused if they stay but then they are followed and terrorised if they leave. Statistics show that nearly HALF of all women murdered by their spouses are, at the time, separated or in the process of separating. We hear about this all the time on the news. All too often a woman knows she will be pursued by an enraged man. This is after she has made the decision to uproot herself and her children all with varying degrees of shame, low self-esteem, and self-worth.

Another reason is people who are abused often hate and love their abusers at the same time. Anger, confusion, fear and hurt all create a turmoil of emotions. What a lot of people don't realise is that these violent men can appear remorseful after every attack and show regret for their actions. These women are confused by this show of love and willingly stay in order to feel that warmth and acceptance. We all crave love and human contact, and this is another major reason why women go back to their abusers.

So considering all of this, why isn't the question, 'How on earth do these women manage to leave at all?' And why do we never ask that question? Why do we always throw our hands up in horror and disbelief when someone keeps going back for more? Too often, you hear men say that it's 'her own fault' for going back. The trouble is these people don't understand that in these women's minds, they have nowhere else to go.

I know these women don't know where to turn or who to turn to because ten years ago, I was in this exact same position. Not many people seem to know the answers and even fewer people seem to care and no-one seems to understand the extent of your wounds both physical and psychological. People say wounds can't hurt but I beg to differ. Emotional wounds need to be dressed and attended to, and long after the bruises have healed, the words still remain to haunt and damage you. Being a punching bag and experiencing emotional abuse in the form of intimidation and humiliation are almost on a par as far as women are concerned. This is why the majority of women tend to withdraw from a society that regards domestic violence with such disregard.

Mainly because of the shame they feel, they hide their injuries, and this only creates more pain in the way of loneliness. Shame keeps a lot of women quiet and sometimes they refuse to put their fears into words because the words make them concrete and inescapable. I myself went through terrible agonies to keep the truth to myself. So why did I accept this dreadful behaviour? Why did I let things go as far as I did? It took me many years to ask myself the same questions but when I did, the answer came quickly and succinctly: because I thought it was 'my fault'. Something in me not him. I'd read horror stories of women who end up with burn scars, broken limbs, and dead children and like everyone else, I thought, 'That'll never happen to me.' But before I even realised it, I was a statistic. One woman in every four who are abused by their partners.

Those who work to provide safe places and relieve the suffering of victims and survivors of domestic violence have puzzled for many years over the fact that societies everywhere seem willing to tolerate extreme levels of violence against women and children by their male partners and expartners. But it's never too late and society can start to help these women NOW.

Prevention plays a huge part in the fix and in my book 'Enough', I've devised seven identifiable steps. The first step is Identifying Abusive Behaviour and the second is Recognising Abusers. Some forms of abuse are subtle, and they can easily be denied. It can be as subtle as not liking

the way their partner is treating you. At first they may appear kind, sensitive, affectionate, and thoughtful but abusers have a low tolerance level and expect impossible standards that don't seem to apply to themselves. The patterns of aggression, anger, intimidation, manipulation, and control begin to appear and leave victims dependent on their abusers.

The third step is preparing for emergencies and is really a short term one. It only covers you and your children during the violence. When the violence suddenly escalates, remain near a safe exit. Think ahead and have the contact number of someone you trust nearby.

The fourth step is getting help after a crisis. This comes in the form of shelters, hotlines and advocacy groups and a great number of them are listed at the back of my book as well as their contact numbers.

The fifth step is Making the decision to stay or leave. Making changes and taking action isn't easy, especially when you are psychologically fragile. You doubt your own abilities. Thinking clearly in the midst of so much confusion and chaos is again not easy and should be done with professional help.

The last two steps are Remaining Abuse Free and Learning to heal and rebuild.

These last two steps are vital, and I want to stress to women that there is a way out and you can make a new life for yourself. You hear people say, 'He ruined my life.' Believing that is a crime in itself because you are making yourself a victim for the rest of your life. There is another side and I'm living proof. I won't ever let myself forget those experiences because remembering is part of the healing process. In one respect, you remember the helplessness and utter desolation, but you also know that it's something you've overcome, even though painfully. Sometimes it's a smell you remember. Sometimes it's a mannerism. Then suddenly, the memories are there again at the top of your mind. When those memories

come back, don't let them drag you down. Recognise them as something you've freed yourself from. Clarify everything and put everything into perspective. Never let yourself forget those memories. Use them as positive reinforcement that you're a survivor and that you've come this far and will never go back. Say 'I used to be a victim but I'm not one anymore. I'm a survivor.'

If we are serious about wanting to rid our community of domestic violence, we have to employ a radical approach. We begin by asking questions like: Why do men and boys use violence with such ease? Why do non-violent men and boys feel so much pressure to fall into line? How early in life does the desire to degrade women and girls begin? How can we change this present culture of violence into a culture of harmony and acceptance?

Up to HALF of you out there know someone who is in a domestic violence situation. Be aware of what's going on around you and then reach out and help those women. It's up to us as a society who really cares, to play an active part in the easing of this terrible situation. Every society has a responsibility to respond to domestic violence as effectively as possible.

I'd like to finish with a quote from Edmund Burke, a 17th century Irish philosopher:

'The only thing necessary for the triumph of evil is for good people to do nothing.'

34 Peter Hurst

International Labor Organisation

As part of the global movement against child labour, a strong and sustained worldwide effort is underway to eliminate child labour in agriculture. The International Labour Organization (ILO) has now joined forces with five key international agricultural organizations to launch a new landmark global partnership to tackle child labour in agriculture.

Members of the new partnership, brought into existence with the signing of a Declaration of Intent on Cooperation on Child Labour in Agriculture during the ILO's annual International Labour Conference 2007, are the:

- International Labour Organization (ILO);
- Food and Agriculture Organization (FAO);
- International Fund for Agricultural Development (IFAD);
- International Food Policy Research Institute (IFPRI) of the Consultative Group on International Agricultural Research (CGIAR);
- International Federation of Agricultural Producers (IFAP);
- International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations (IUF).

Worldwide, agriculture is the sector whereby far the largest share of working children is found — nearly 70 percent. Over 132 million girls and boys aged 5 to 14 years old work in crop and livestock production, helping supply some of the food and drink we consume and the fibres and raw materials we use to make other products.

Child labour, according to International Labour Organization conventions is work that harms children's well-being and hinders their education and development. Peter Hurst is leading this work for the International Labor Organisation.

Interview with Peter Hurst

What are some of the pertinent facts of child labour that concern you personally?

That 126 million children (under 18) work in hazardous child labour where they can be killed, injured or made ill, and that this situation needs to be stopped with kids under 14 in school, and those aged 14-17 in decent work combined with vocational skills training

What are the strategies being used to stop child labour at a micro level so that families who rely on the income gained from child labour are diverted from exploiting their children?

Everything from income generation activities for poor families, conditional cash transfers, promoting children's access to education, strengthening the capacity of governments, employers' organisations and trade unions, NGOs to eliminate child labour.

In June 2007, The International Labour Organization (ILO) joined forces with five key international agricultural organizations to launch a new landmark global partnership to tackle child labour in agriculture. Could you please explain the catalyst for this and why was this initiative different to what had been in place before?

70% of working children are in agriculture - 132 m children aged 5-14. Prior to the setting up of this new International Agricultural Partnership in June 2007, apart from the IUF, none of the other organisations - FAO, IFAD, IFAP; IFPRI/CGIAR were addressing Child Labour. So ILO initiated the partnership with these international agricultural organisations - and through them national ministers of agriculture etc - to boost international efforts in this sector, and to help these partner organisations to mainstream Child Labour in their own policies and programmes.

What benefits did this partnership have for each of the collabourators and what role will each of them play in achieving the collective goals?

The buzz word is "sustainable agriculture and rural development." The other partners have realised that elimination of Child Labour is part of making ag truly sustainable and tackling poverty as 75% of worlds' poor live in rural areas and depend - directly or indirectly on ag for their livelihoods

What hope do you have for the success of such a partnership? What do you see its success being predicated on?

The short answer is high hopes especially if we can get national ministers of agriculture, agriculture extension services etc working to tackle Child Labour.

How did you come to be involved in such a partnership? What is your role in relation to it?

I started the ball rolling in 2005 when I persuaded my IPEC director and colleagues that if we didn't work to mainstream Child Labour elimination into the work of specialised international agricultural organisations then the ILO goal of elimination of all the worst forms of Child Labour by 2016 would not be achievable. I've been coordinating the efforts of setting up the Partnership.

How do the issues of education and HIV AIDS impact upon the problem of child labour in agriculture?

Hugely. IPEC is heading up a Task force on Child Labour and Education as part of Education for All Initiative and achievement of MDGs. We have projects on HIV especially to provide social protection nets for orphaned children who might otherwise end up as child labourers.

What obstacles have emerged thus far in the partnership and its dealings and what strategies have been employed to overcome them?

The initial "obstacle" was getting all the partners on board. The knee-jerk reaction to elimination of Child Labour in agriculture is "you're trying to stop any child working on a farm and helping their parents and family". We're not. One of the Partnerships' aims is promotion of decent youth employment in agriculture. We want to cut out the exploitation.

What benchmarks are being used to gauge levels of achievements from this partnership?

We have to set these up and the first full Partnership meeting is planned for Feb 2008.

35 Sandra Janoff & Marvin Weisbord

Co-directors of Future Search Network

Marvin Weisbord and Sandra Janoff have led meetings for decades in the business, community, education, health care, science and technology sectors. They co-direct the international Future Search Network and are co-authors of Future Search: An Action Guide, 2nd Edition (2000), and Don't Just Do Something, Stand There! (2007). They have managed planning meetings in Africa, Asia, Europe, India and North and South America and trained more than 3000 people worldwide in using their principles. They are members of the European Institute for Transnational Studies and the Organization Development Network.

Marvin Weisbord consulted with business firms, medical schools and hospitals from 1969 to 1992. He was a partner in Block Petrella Weisbord, Inc. and a member of NTL Institute for 20 years and is a fellow of the World Academy of Productivity Science. He received a Lifetime Achievement Award in 2004 from the Organization Development Network which voted his book Productive Workplaces (1987) among the five most influential books of the past 40 years. He also is author of Organizational Diagnosis (1978), Discovering Common Ground (1992), and Productive Workplaces Revisited (2004).

Sandra Janoff, a psychologist and consultant, has worked with corporations, government agencies, and communities worldwide on issues of globalization, sustainability, and humane practices. She was a staff member in Tavistock conferences sponsored by Temple University in Philadelphia and The Tavistock Institute of Human Relations in Oxford, England. She also has run training workshops in Systems-Oriented group dynamics. Sandra taught mathematics and chemistry from 1974 to 1984 in an experimental high school and ran workshops in Pennsylvania schools on alternative practices in education. She is co-author with Yvonne Agazarian of "Systems Thinking and Small Groups" for the Comprehensive Textbook of Group Psychotherapy. Her research on the relationship between moral reasoning and legal education was a lead article in the University of Minnesota Law Review.

Interview with Sandra Janoff and Marvin Weisbord

What is a Future Search?

We think of Future Search in three ways: (1) a meeting method; (2) a philosophy and theory of facilitating; and (3) a global change strategy in

which anyone can participate by running a meeting with integrity. Future Search enables people to cooperate in complex situations of high conflict and uncertainty and to go beyond problem-solving to make systemic improvements in their communities and organizations. People have run Future Searches on practically all social, technological and economic issues in North and South America, Africa, Australia, Europe, India and South Asia. Participants achieve four outputs from a single meeting—shared values, a plan for the future, concrete goals, and an implementation strategy.

Future Search relies on tested principles for helping people collabourate despite differences of culture, class, gender, age, race, ethnicity, language, and education. The method works equally well with communities, schools, hospitals, churches, government agencies, foundations and NGO's. Because Future Search is culture free, requiring only that participants share their experiences, it has helped thousands of people carry out action plans once considered impossible. Four principles underlie the techniques:

Get the "whole system" in the room—meaning people with authority, resources, expertise, information and need.

Put the focal issue in global perspective, helping each person to see a big picture that includes the views of all others and to talk about the same world.

Seek common ground and desirable futures, treating problems and conflicts as information rather than the action agenda.

Charge participants with self-management and responsibility for acting on what they learn.

How did you develop this methodology for meetings?

This story is told in detail in Marv's book Productive Workplaces Revisited (Jossey-Bass, 2004). Future Search, the method, was first described by

Marv in a Planning Review article in 1982. Many practitioners taught themselves the method after reading Chapter 14 of the 1987 edition of Productive Workplaces. The premise of that book was that learning "to get everybody improving whole systems" was the challenge of the millennium. Techniques that fell short of that objective would prove unsatisfying (not to say unsuccessful) for anyone who sought to actualize values of dignity, meaning and community as central to economic success in work life.

Discovering Common Ground (Berrett-Koehler, 1992) brought together the experiences of 32 authors world-wide who had worked with participative methods, including several Australians. That book confirmed the validity of the principles underlying Future Search. Future Search, the Network, came into being a year later when 100+ practitioners put up \$100 each for the privilege of doing pro bono community service and sharing their learning. The Network quickly grew to about 350 members, and there it has stayed ever since. For information on the pioneers on whose research and theories Future Search was built, see the following link:

http://www.futuresearch.net/method/whatis/history.cfm

How does this system of running meetings compare with other methods?

Favourably. It involves a cross-section of people with authority, resources, expertise, information and need. Few meetings include all those need to make and act on decisions in the same dialogue, responding to the same issues at the same time.

Is your system different or similar to strategic planning used by organizations to develop vision and mission objectives?

Hard to say. There are a thousand methods, all similar in some respects. We differentiate them in three ways: who does the work; the balance of left brain/right brain engagement; how long it takes to get anywhere. You can put methods on a continuum from expert consultants doing all the

work to top executives doing all the work to involving "everybody" in doing the work. You can build another continuum from relentless rationality (dozens of questions to be answered and detailed data collected) to openended creativity with expressive planning scenarios involving art, music, theatre and dance, and all imaginable permutations and combinations. Finally, strategic planning can run from a few days to many months. We opt for (1) involving "everybody," (2) using a mix of left and right brain activities, and (3) getting to vision and action plans in less than 3 days.

Can you give an example of how this system was applied and its outcomes in a community and a business setting.

There are hundreds, widely documented in our book Future Search: An Action Guide (Berrett-Koehler 2000), on the web at www.futuresearch.net, and in numerous journal articles.

Business examples: Whole Foods Markets, the world's largest natural foods supermarket chain, has used Future Searches every five years since 1988 to involve a cross-section of employees in strategic planning. Haworth Corporation, the global furniture manufacturer, compressed months of strategic planning into less than 3 days, including in the meeting both customers and suppliers, a feat, according to chairman Richard Haworth, that few imagined could be done. IKEA, the global furniture retailer based in Sweden, used Future Search to rethink its world-wide supply chain, resulting in a restructuring of corporate staff functions, involvement of customers in new product design, and reduction by several months of the time from drawing board to point of sale. IKEA has since done several Future Searches including one in China to improve various aspects of business planning.

Community Case: Ho'opono Koalau Loa

Context

For centuries, the Hawaiian Islands, relatively isolated from the rest of the world, maintained their traditional way of life. During the 19th century

life in Hawaii changed drastically. Missionaries and traders brought foreign diseases to which the islanders had no immunity. Hawaiians died in staggering numbers. By mid-century the native population had fallen 90 percent, from an estimated 500,000 to about 50,000. To save her people from extinction, Queen Emma started The Queen's Medical Center, now Hawaii's largest health facility. When she died in 1885, Queen Emma left vast land holdings to support healthcare for Hawaii's people. Over the years the Hawaiian way of life altered dramatically as Western values of competition, individualism, and power clashed with Hawaiian values of harmony and cooperation.

More than a century later, the legacy of Westernization was evident in continuing social and medical problems. According to Queen Emma Foundation statistics, ethnic Hawaiians, 12.5 percent of the state's population, accounted for 50 percent of teen pregnancies and 44 percent of asthmatics under age 18. They had the highest diabetes rate for those 35 years and older (44 percent); 42 percent were overweight; and 40 percent were acute or chronic drinkers. Their young people had a juvenile arrest rate 33 percent higher than other citizens.

The heaviest concentration of ethnic Hawaiians lived in Ko'olau Loa on Oahu's north shore. In 1996 the Queen Emma Foundation staff held town meetings and found that in addition to medical care, education and jobs, people wanted their communities to better reflect traditional values that had eroded over the decades. The Foundation funded a Future Search to help people reconnect with traditional values of community wholeness and cooperation in all areas of local life.

Future Search Participants

High School Students, Teachers, Native Hawaiian healers, Western Healers, Clergy, Community Associations, Social and Cultural Agencies, Business People, Activists, and Residents of all ethnicities.

Outcomes

- The planning committee from the 1996 Future Search became a 501(c)3 non-profit, to address grass roots issues. In 2005 they had been meeting monthly for nine years and called themselves Malama Ohana ("caring extended family").
- Projects included organizing annual community get-togethers, improving signage and awareness of highway safety on the road, reducing traffic deaths from more than eight per year to two, addressing literacy and drug abuse problems, and helping to sustain the monthly health fair on the hospital grounds, that was now in its 8th year. They were connected to the Hawaiian culture programs in the high school and at Brigham Young University-Hawaii (see below).
- "Hawaiians have a very poor health record. We are among the highest of all ethnic groups in cancer, AIDS, high blood pressure, diabetes - all the diseases that kill. It's very grim. But things are now moving in a positive direction. The network is spreading. We are experiencing more concentration on health and a greater willingness to get involved."— Gladys Pu'aloa-Ahuna, member of Malama Ohana
- "We are changing our nursing curriculum to emphasize patients and families as partners. The Ko'olau Loa experience was the turning point. It's a whole new mindset." --Laura Armstrong, Chief of the Community Health Nursing Division in the State Department of Health
- Hawaiian values and practices are integrated with the Western medical model. Kahuku Hospital, Ko'olau Loa's main medical center, runs a community-wide effort to focus on prevention and good health practice, including a monthly Health Fair/Farmer's Market where they screen for diseases and teach Hawaiian healing.
- A New Day-Care Center Maxine Kahaulelio, a local mother and cook at Hau'ula Elementary School, had fought for six months to keep the Kamehameha Preschool Program alive after it lost its funding. Applying what she learned at the Future Search about citizen involvement, she called a parents' meeting. Adding educators, health professionals and funders, she built a Board that got a \$40,000 grant from the John A. Burns Foundation. They named themselves the Ko'olau Loa Early Education Program (KEEP). A few months later, Na Kamalei KEEP opened with 30 preschoolers, a full-time teacher, and two aides. "We

started with nothing, and now we have a school going." said John Kaina, a Board member.

Lea Albert, principal of Kahuku High School, ran a Future Search, three months after the community Future Search. There, 140 parents, teachers, students, business people, and staff considered the implications, for public education, of the common ground identified in the earlier conference. As a result, Kahuku High added many community-based themes to its curriculum, such as healthcare as a future local industry, the integration of Western and traditional medicine, protection of the environment, agriculture, eco-tourism, water and waste management, and housing.

- Students began attending neighborhood association meetings.
 Christian Palmer, a Kahuku High senior said, "We want to offer a youth point of view. The Ho'opono Ko'olau Loa conference was an eye opener.
 My friends and I realized our community's future is determined by the people who are active and interested."
- Two years after the Future Search, Brigham Young University-Hawaii opened the Center for Hawaiian Language and Cultural Studies, recognizing the experience of indigenous Hawaiians as a legitimate area of scholarship.

What are some of the observations you have made about local government approaches to community consultation?

We have noticed that in some democratic countries elected officials have difficulty with open dialogues and sharing air-time with 60 or 70 other people. They are reluctant to speak for themselves. Many want to control the conditions for the meeting. As a result many communities, impatient with the slowness of government action on key planning issues, use Future Search to take responsibility for themselves.

What have been some of the difficulties that you have encountered in running Future Search sessions? How do you gauge that people's engagement is authentic?

The main issues are (a) the right people, those who can act if they choose without asking permission from anybody not present; and (2) an interdependent group, people who cannot act alone but need each other to do what they want to do. If either condition is not met, there is no good reason to have the meeting. If good conversation is all that is desired there are many simpler ways to do that.

We have no methods for assuring authenticity or openness. We provide people with opportunities most never had before. The fact that many people tend to show their best selves under the right conditions is what keeps us going.

Is Future Search offered in Australia? Can you site examples of where the program was conducted and the outcomes achieved?

Many good Australian cases. We have trained more than 100 people down under, and they have done dozens of conferences. We will conduct a public workshop in the Sydney area in October 2008. Joe Bowers (joe@successandhappiness.com.au) is putting up a web site for an Australian Future Search Network affiliate. Others who know the method include: Verna Blewett (verna@newhorizon.com.au) in Adelaide, Joy Humphries (joy@humphreysgroup.com.au), and Glenyss Barnes (glen@breakthroughconsulting.com.au) in Victoria, and Lynda Jones (groupwo@bigpond.net.au) in Tasmania.

What are the fees you charge for the running of such a program?

That depends on the planning needed. Figure from 6 days each for a team of two to 20 days each, and multiply by the day rate. We usually charge top rates to business firms and reduced fees for NGO's and communities with limited resources. Future Search Network members will put on

conferences anywhere in the world, any culture, any language, for whatever people can afford.

36 Sheila Jeffreys

Sheila Jeffreys is an Associate Professor in the Department of Political Science at the University of Melbourne. She is a founding member of the Australian branch of Coalition Against Trafficking in Women, www.catwa.com

She has been active in feminist campaigns against sexual violence and pornography, and in lesbian feminist politics since 1973. In UK in the 1980s she was involved in setting up Central London Women Against Violence Against Women, the London Lesbian History Group, the Lesbian Archive.

She moved from London to Melbourne in 1991. She is the author of 5 books on the politics of sexuality, including The Idea of Prostitution, 1997, Spinifex, and Unpacking Queer Politics, 2003, Polity.

In this interview, Sheila Jeffreys explains why prostitution should not be criminalised in Australia and why such an occupation should not exist in any form for women. Together with this interview is an article written by Sheila Jeffreys entitled, The Women in Pornography: a Response to Don Chip. Sheila Jeffreys, Coalition Against Trafficking in Women Australia. This article was written by Sheila Jeffreys in response to what Don Chip was to say to launch the porn industry exhibition, Sexpo, in Melbourne in November 2003.

Interview with Sheila Jeffreys

You have tried to impress upon the Australian Government to follow the example of Sweden in introducing a law as it did in 1999 that penalises the buyers of sexual services. To what do you attribute the government's reluctance to do so?

I think that Australian political culture is particularly masculine and the right of men to buy women for sex has been an important part of Australian history. Australia is still heavily imbued with this masculine ethos. It is possible that some male politicians have vested interests in prostitution i.e. they do not want their own male privilege of buying women for use to be curtailed.

In Sweden there has been more of a commitment to women's equality and prostitution does not seem to have been so much accepted historically. It

would make a difference in Sweden if a politician was understood to have used women in prostitution. That would be a big deal, whereas in Australia I think he would be seen as a bit of a lad. It may be that the legalisation of prostitution in Australian states and territories simply enshrined in law a male 'right' that had never been effectively questioned. Also, unfortunately, many feminists in Australia seem to have taken a labourist line that prostitution was simply work and needed to be accepted as such, which suited the interests of the male buyers in and outside parliaments very well. There does not seem to have been a strong anti-pornography campaign here which was the springboard in other countries for understanding prostitution as violence against women. I think this is changing and more and more women in the anti-men's violence movement and services are becoming convinced that prostitution needs to be included in the range of forms of men's violence.

What are your views on the laws of Victoria where prostitution has been legalised, and in NSW where it has been deregulated? What do you see as being the repercussions of these laws on the human rights of women?

The laws have repercussions for women in three ways:

(1) The Victorian laws that legalise brothel prostitution set aside a section of women to be the appropriate objects for men's sexual use. Women in legal brothels are legally subjected to what I call commercial sexual violence i.e. the everyday practice of prostitution in which men penetrate women's vaginas, mouths and anuses whilst the women disassociate emotionally to survive the violation. The state becomes a pimp living of the earnings of this form of violence through licences and taxes. The state recognition teaches generations of young men that this form of violence is 'sex' and a reasonable male right. Boys going home from school or shopping at the family swimwear shop in Brunswick St opposite a brothel get the idea that this is fine.

The prostituted women in legal brothels are subjected to the physical and psychological harms of prostitution. A woman in prostitution cannot

afford to make the male buyer angry so she has to check without him noticing that the condom is in place, if he has agreed to use one that is. If the condom breaks she has to work out what to use to minimise the risk of pregnancy or sexually transmitted disease. She suffers the constant harassment of the male buyer's hands, tongue and all the things she would rather not have him do, a form of legal and paid for sexual harassment. She may charge more money for anal penetration. It costs more because it is painful, and the cost may depend on the size of the man's penis.

In sadomasochist prostitution, which is a growth area, most women are sex slaves, not dominatrixes. They suffer battering, cuts and branding. We know about the harms because of the details in the Occupational Health and Safety codes for legal brothels which describe these practices. Mary Sullivan's work on these codes will be published in a collection from Spinifex Press, Melbourne, this year called Not for Sale and edited by Chris Stark and Rebecca Whisnant.

Legalisation creates a massive illegal industry so that in Victoria police estimate there are 400 illegal brothels to 100 legal. The industry grows and more and more women are drawn in to suffer the harms of prostitution including women trafficked from poor countries and held in debt bondage, a modern form of slavery.

Street prostitution is not legalised but grows all the time and is the site of considerable violence against prostituted women.

(2) The effect of legalised prostitution on women outside prostitution is to lower the status of all women. Women are recognised by the state in this system as the appropriate objects of male penetration with no consideration for their personhood or pleasure. This teaches that the penetration and use of an unwilling woman is 'sex', an idea that lies at the root of sexual violence against women in general. There is no chance of developing a sexuality of equality in which women's pleasure, right to say

no, and bodily integrity are respected whilst the violence of prostitution is allowed to continue with state support for men's behaviour.

(3) The effect of legalised prostitution is to create a huge obstacle to the possibility of equal relationships between women and men. How can a woman have equality with a male partner, boss, co-worker, male friend etc who uses women in brothels who disassociate to survive? What does this mean for how she can relate to such a man? Most women whose male partners buy women probably do not know, so their relationships, and there are many of them, are based on lies.

"Prostitution arises from unequal status. Women's so-called choice is constructed out of women's subordination" (Jeffreys, 1997). Women are not in a position to choose to be prostitutes.

Prostitution should be considered a Harmful Cultural Practice according to UN understandings i.e. it arises from the subordination of women it is for the benefit of men; it is supported by traditional/cultural attitudes; it reinforces stereotype roles for the sexes; it damages the health of women and girls (United Nations, 1995). In the same way that other harmful cultural practices like Female Genital Mutilation (FGM) should not be made into profitable industries, neither should Prostitution. From a Human Rights perspective, harmful cultural practices should not be decriminalised but eradicated." (Submission to Justice and Electoral Law Reform Select Committee New Zealand Parliament 2003)

What would you say to women who feel that they choose prostitution freely and see it as their job?

Prostitution emerges from the subordination of women. If that were not so then there would be men along the roadsides and women buying them. But men cannot 'choose' prostitution. Women do not have a sexuality of dominance and have not been reared to see men as objects for their use. Prostitution is about men's rights and privileges from male domination to

treat women as objects for sexual use. If there was equality then women would not be able to 'choose' prostitution because it would not exist.

Sometimes an industry is so harmful, like the logging of old growth forests, that it has to stop despite the fact that some will lose their jobs. So the fact that some women say they 'choose' is not an argument against ending men's prostitution abuse of women.

Saying women choose is woman-blaming. Prostitution is for men, not a welfare system for women and concentrating on why women are in prostitution allows the hiding of male responsibility and the role of men. The demand has to be stopped and the demand is from men.

There are many reasons why individual women enter prostitution. Some are inducted by their parents. Some are rounded up at children's homes by pimps and hooked on drugs to enable them to be sold. Some have heroin habits already. Some have debts or no other way of paying rent. Many have suffered so many other forms of abuse already that the violence of prostitution does not look so bad and they have already learnt to disassociate.

Has the emergence of sexual liberalism and economic individualism diminished for feminists and others, the seriousness of the abuse of women in prostitution who accept unforced or free prostitution as a legitimate work?

The development of rogue capitalism and its attendant ideologies of complete liberal individualism led to women's bodies being placed on the market. Women's body parts are sold in reproductive technology. Women's whole bodies are sold in reproductive surrogacy and prostitution. A massive international sex industry in trafficking to prostitution, mail order brides, sex tourism, pornography is making profits out of women's pain. All of these things are said to be about 'choice' because this ideology fetishises choice and tries to prevent recognition of the political and economic forces that are the foundation of this sale of women.

What educational and exit programs are in place in Australia for those who wish to leave the Sex industry?

There are no state funded educational and exit programs as far as I know. The Catholic Church funds Linda's House of Hope in Perth, run by Linda Watson, which is the only refuge in Australia which exists for women leaving prostitution. She gets women from all over Australia seeking refuge. Other catholic organisations do offer some support but there are no other refuges or actual programs.

The states that have legalised brothel prostitution might be expected to put in place such programs but if they did they might have to accept that women are desperate to leave prostitution and it is not just a job like any other. That could be embarrassing. How could you justify taking license fees and taxes from an industry that women were so desperate to seek refuge from, after all.

Are you saying that the way to go is that prostitution should not be legalised meaning that if a woman is found to be a prostitute, she should not be charged criminally but, the male buyer and the brothel owner/pimp/trafficker should be charged. Although this would mean that the woman would not be able to earn an income prostituting herself because the men/traffickers would be afraid of legal prosecution, the woman would then choose to come out of the prostitution industry and would ideally be aided by a range of support programs to do this. Is this what you are advocating?

CATWA wants the women in prostitution to be decriminalised completely because they are the victims of this harmful practice. The male buyers, i.e. the perpetrators, and the third parties involved i.e. pimps, brothel owners, traffickers should be penalised. The fate of the male buyers would largely be in the hands of prostituted women who could choose if they wished to dob in a male buyer. If the men were afraid to buy women and the demand declined then the women would indeed have to find another occupation and there should be state funded training schemes and advice agencies to make this easier. The same thing happens with the end of old

growth logging industries and the closing down of sawmills. Alternative employment needs to be found.

Taking into consideration your view, that women do not really have a choice in freely choosing prostitution but are driven to it due to circumstances which disempower them and teach them subjugation, do you expect that there would be a backlash from some women who have earned their income as prostitutes, if this did happen?

There will be some women who will be angry at the loss of their livelihood. That is to be expected and this happens in other industries that are closed down too. However this harmful practice and the vast and abusive international sex industry cannot be maintained just because some women will have to find other sources of income. Prostitution does not exist for women but for men. We want men's prostitution behaviour to be ended now, and this means that in future generations there will be no such occupation as prostitution in existence.

How did you create the Australian branch of Coalition Against Trafficking in Women? What was logistically involved in setting up the Australian and London Branch? Have you experienced any adverse reaction from members of the Sex Industry? How do you cope with this?

When I came to Australia from London in 1991 I had been involved in setting up organisations in the UK such as Women Against Violence Against Women and anti-pornography campaigns but there was no organisation dealing specifically with prostitution. I was astonished to find legal brothels on the street where I live in Melbourne and all over town. I asked Kathleen Barry, then director of the Coalition, if I could set up a branch in Australia in early 1994. I was on a panel with Janice G. Raymond, the present co-director, at the Feminist Bookfair in Melbourne in 1994 where she spoke about this issue. I announced I was setting up CATW Australia and collected names of those interested in joining with me. We then drew up a constitution, Thelma Solomon was very instrumental in this, and got incorporated association status under the

1981 legislation. We meet regularly in Melbourne and have an elist run by Carole Moschetti which interested women can join to discuss the issues, and a website run by Kathy Chambers, www.catwa.com.

I have received letters and email from the Eros Foundation, the lobby group for the sex industry and I know they keep an eye on what CATWA is doing.

Can you comment on what is being done about sexual exploitation of children in Australia?

Commercial sexual exploitation of children is within our brief i.e. child prostitution, porn, sex tourism. The law in Victoria says that children under 18 may not be used in legal brothels. This is not necessarily effective and the sale of children in a legal brothel in Fitzroy, Melbourne, was the subject of a court case. It would help if there was specific legislation making it an offence for men to buy children under the age of 18, for prostitution, pornography, or stripping. This would help deter the male buyers and inhibit the industry.

It is ironic that there is an age limit of 18 which suggests that something changes when a girl reaches 18 even though she is quite likely to have entered prostitution below that age. As one 18-year-old used in street prostitution from age 12 said in a Melbourne study, It is still rape. Internationally the vast majority of women in prostitution entered below 18 years.

How is the work of CATWA received by the United Nations?

The work of CATWA is well received in international meetings because we are able to say how disastrous the effects of legalisation have been in Australia and legalisation is a big issue on the international agenda presently. I spoke on a Swedish government panel at the Commission on The Status of Women at the UN in New York last March about the Australian situation and the several hundred delegates were very shocked. I think Australians need to know that legalisation is not necessarily seen

as progressive in other countries. The European Women's League, for instance, which has 1700 women's organisations under its umbrella has the view that prostitution is violence against women. Indeed the Presidency of the EU is with Ireland just now and the new president wants all Europe to take up the Swedish solution of decriminalising women in prostitution and penalising the male buyers.

CATW International played an important role in the wording of the latest UN instrument on trafficking, the Protocol of the 2000 Convention on Transnational Organised Crime which says in Article 9 that states parties should seek to end the demand for trafficking i.e. in relation to prostitution, men's demand. There is a good deal of work going on internationally now on how to end men's demand. That will be a problem for Australia since clearly legalising brothel prostitution helps to create and sustain demand.

37 Scott Keeter

Scott Keeter is director of survey research for the Pew Research Center in Washington, DC. He is co-author of four books, including A New Engagement? Political Participation, Civic Life, and the Changing American Citizen (published this year by Oxford University Press), The Diminishing Divide: Religion's Changing Role in American Politics, (Brookings Institution Press), What Americans Know about Politics and Why It Matters (Yale University Press), and Uninformed Choice: The Failure of the New Presidential Nominating System (Praeger). His other published research includes articles and book chapters on survey methodology, political communications and behavior, and health care topics.

Since 1980 Keeter has been an election night analyst of exit polls for NBC News. He previously served as chair of the Standards Committee of the American Association for Public Opinion Research, and will be Councillor-at-Large for the Association during 2007-2008.

From 1998 to 2002 he was chair of the Department of Public and International Affairs at George Mason University, and previously taught at Rutgers University and Virginia Commonwealth University, where he also directed the Survey Research Laboratory from 1988-1991.

Interview with Scott Keeter

Is a citizen self-government possible and important to maintaining a democratic polity?

Self-governance is essential to a democratic policy – indeed it's definitional. Of course, there are many versions of self-governance. What is not possible in a large industrial society is a government of the sort idealized by the New England Town Meeting. But a polity in which most citizens pay enough attention to be able to cast informed votes, and in which many regularly communicate their opinions and preferences to policy makers, is very possible. Even public opinion polls play a role in this. If citizens know enough to make informed judgments about the issues, polls can measure these judgments and transmit this information to elected officials and other public officials.

How are Americans under 30 responding to civic and political life in the United States and should politicians be alert to their form of engagement?

Young people everywhere start out slowly with regards to political participation, so it's no surprise that they would not be engaged at the level of their elders. But our research suggests that the newest crop of young people is doing well on the civic side, with higher levels of volunteer activity than in the past and a significant amount of engagement in what we call the use of "political voice." On the more explicitly political side, the results of 2004 election were encouraging, as voter turnout among the young spiked more than among other age groups. This suggests that efforts to mobilize them were effective – efforts made by nonprofit organizations and by the political organizations. Perhaps politicians should awaken to the possibility that young people can be engaged if asked.

What is the relationship between politics and faith in the United States from your research and exploration of these two subjects in your book, The Diminishing Divide: Religion's Changing Role in American Politics? Do you believe that there needs to be a divide between church and state or should this divide be conditional upon what issue is at stake? Can you see this philosophy now gaining momentum in other countries. It certainly seems to have creeped into how Australian politicians are currently campaigning federally.

People of faith bring their religious values into their political choices, and this is entirely appropriate. In a very religious nation such as the US, it's not surprising that we would see this connection. The churches in the US also have played an important role in mobilizing people to political activity, as exemplified in the black churches during the civil rights struggle of the 1950s and 1960s (and since), and in the white evangelical churches in the 1990s and 2000s. But the divide between church and state has been an important one for US politics, one that has helped guarantee the independence of churches from political influence and the

government from church influence. The existence of a multiplicity of sects has given religion in the US a strong and healthy dynamic and has helped to insulate the government from excessive pressure from any one religious tradition. The public here has generally approved of the level of religious rhetoric used by Pres. Bush but has also expressed concern about too much influence from religious conservatives.

Is the current presidential nominating system in the US inadequate to support or sustain a democratic community? How does the new system of nominating presidential candidates influence citizens to make decisions in their selection of political leaders? How would you describe the role of the media for educated decision making?

The current presidential nominating system is in bad shape, according to most observers. The significant frontloading this year has raised the specter of a year-long presidential campaign, which is probably barely tolerable in an unusual year of no incumbent but intolerable if someone were running for re-election in this climate. No one really knows how voters will be affected by the current configuration, but the assumption is that the outcome in the early states will have an enormous effect on how voters in the large states currently slated to vote in early February actually vote. There is little time for reconsideration and reflection on the candidates' records. Most voters will have voted within a month of the start of the process. The media can do little after the early states have cast their vote; the "horse race" dynamic will be all-consuming.

What has your research indicated about why public opinion about the war in Iraq has turned negative four years after the launch of the US led invasion into Iraq on March 19, 2003? What percentage of Americans have regretted the decision to use military force and are there any distinguishing factors about this cohort? How do you envisage this whole issue progressing in the next year or so?

We have tracked public opinion about the war very closely. The public has been pretty divided about the war since late 2004 – about half saying we made the right decision, and half saying it was wrong. It was only in the

past six months that we have seen a majority support withdrawal of troops before the situation has been stabilized. I think the change is directly related to events in Iraq – the public has grown increasingly negative about the way things are going and the likelihood of success. The future of the issue depends almost entirely on how things go in Iraq. Much of the public does not want to "lose" the war, or see Iraq fall into chaos. But they will be willing to abandon the effort if they perceive that victory is impossible. If that outcome seems inevitable, the public will desert the president.

In the designing and conducting of surveys for research, what do you regard as being essential for a survey to be an effective tool of research?

No single aspect of a survey can be singled out. Good survey research is the product of a combination of a sensible and well-designed questionnaire (probably the most important element), a sound sampling design, and effective administration of the survey. The questionnaire is something that all us can evaluate – read the questions and consider whether you think they are fair, understandable to ordinary citizens, and comprehensive with respect to the subject matter. It's harder for non-specialists to evaluate the sample and the survey administration, but if the survey is conducted by a respected organization, it is probably okay, since places like Pew, Gallup, or other national survey organizations have their reputations at stake whenever they are associated with a survey.

38 Deborah Kolb

Deborah M. Kolb is the Deloitte Ellen Gabriel Professor for Women and Leadership and a faculty affiliate at the Center for Gender in Organizations at the Simmons School of Management. From 1991-1994, Kolb was Executive Director of the Program on Negotiation at Harvard Law School. She is currently a Senior Fellow at the Program where she co-directs The Negotiations in the Workplace Project.

Professor Kolb is an authority on gender issues in negotiation and leadership, especially how women can negotiate the conditions for their own success at the same time as they contribute to the effectiveness of their organizations. Kolb has coauthored several books on this subject. Everyday Negotiation: Navigating the Hidden Agendas of Bargaining (Jossey-Bass/John Wiley, 2003) shows women (and men) how they can become more effective in their everyday negotiations by attending to the dual requirements of the shadow negotiation – advocacy for oneself and connection with others. Originally titled, The Shadow Negotiation, Harvard Business Review named it one of the ten best business books of 2000 and it received the best book award from the International Association of Conflict Management at its meetings in Paris, 2001. Her new book Her Place at the Table: A Women's Guide to Negotiating the Five Challenges of Leadership Success describes how successful women negotiate for what they need to be effective in leadership roles at all levels of an organization.

Kolb publishes extensively on these topics and regularly presents her work to national and international audiences. Among other firms, Kolb has recently done work with: Campbell Soup, Credit Suisse First Boston, Deutschebank; Deloitte and Touche; Eli Lilly; EMC, W.L. Gore, IBM, JP Morgan-Chase, Nationalgrid; Phillips Medical, Pricewaterhouse/Coopers; Time, Inc., and Verizon. Non profit organizations she has worked with include: The Ford Foundation, The Consultative Group in International Agricultural Research (CGIAR), Girl Scouts, USA, The Society for Human Resource Management, Financial Executives International, Financial Women's Association, the Mayo Clinic, Network of Executive Women, Women in Technology International, among many others. Dr Kolb is a principal in Negotiating Women, LLC., a company that provides negotiation training and consultation especially designed for women. Kolb has been affiliated with the Girl Scouts, Patriot's Trail Council, as a board member, vice president and president (2001-2005). In 2006, she was awarded their Leading Woman Award.

Professor Kolb is also the author of The Mediators (MIT Press, 1983), an in-depth study of labour mediation. She is co-editor of Hidden Conflict In Organizations: Uncovering Behind-The-Scenes Disputes (Sage, 1992), a collection of field studies about how conflicts are handled in a variety of business and not-for-profit organizations. She the

editor of a study of the practice of successful mediators, Making Talk Work: Profiles of Mediators (Jossey-Bass, 1994) and of Negotiation Eclectics: Essays in Memory of Jeffrey Z. Rubin (Program on Negotiation, 1999). She has authored over 100 articles on the subjects of gender, negotiation, conflict in organizations, and mediation. Kolb is on the editorial boards of the Negotiation Journal, the Journal of Conflict Resolution, and the Harvard Negotiation Newsletter.

Deborah Kolb received her Ph.D. from MIT's Sloan School of Management, where her dissertation won the Zannetos Prize for outstanding doctoral scholarship. She has a BA from Vassar College and an MBA from the University of Colorado.

Interview with Professor Deborah Kolb

What would you advise women to focus on when developing a progressive, strategic path if they would like a career trajectory leading to executive leadership?

I want to preface all my responses by saying that when I talk about women, I am not talking about all women. There is much diversity among women and the situations they face are different. I am talking about tendencies. One always needs to pay attention to context and how that shapes opportunities, the likelihood of a glass ceiling and what women can do to succeed if they find themselves in these circumstances. Having said that, women, often, but not always need to create opportunities for themselves. This can happen for several reasons. First, women may not be given assignments that are as valued as others—not the choice clients, human resource types of assignments. One needs to understand what kinds of assignments lead to success and seek these out. Second, some jobs are gendered in that men may be offered them more frequently than women. If a woman sees such a role as important—she may have to engage a hiring person in rethinking the requirements or skill set for such roles. Finally, there is anecdotal evidence that women often have more lateral moves than their male colleagues to be seen as equally ready for more responsibility. So a woman may have to push back on these assumptions.

Could you explain what you mean by "second generation gender issues" and why do you consider them to be the reason why women who aspire to Leadership should negotiate effectively?

Second generation gender issues are accepted cultural norms and work practices that look like they are natural and neutral but can have differential impacts on different groups of men and women. For example, if a parent wants to negotiate a flexible work arrangements, s/he does so against an assumption that an ideal worker is one who is totally committed to the organization. Or if a woman performs what we call invisible work, being available to other women to help and support them, or being asked to sit on diversity task forces—these activities are not likely to be rewarded in the same way that taking on a strategic client might—therefore the person doing this work needs to negotiate value for that work—or else it does not count.

It is interesting that when you discuss negotiation in the context of leadership roles, you focus on negotiating conditions for one's success. Would I be right in saying that there is the assumption that the topic of negotiation is usually taken to mean that it is about negotiating Conditions for one's personal gain such as higher salaries and that most of us do not consider looking at it in terms of getting a job done effectively?

That is correct. We tend to think about negotiating primarily in terms of salary and compensation and we know that women, for a host of reasons, do not do as well in these negotiations. When negotiations are framed solely in terms of self advancement, women can experience backlash when they ask. But what we have found is that to the degree that a woman ties what she needs to succeed to what is good for her organization or group, that backlash dissipates. It is also the case that if you get what you need to succeed it is more likely that other things - such as compensation - will follow.

You discuss in your article that women who succeeded in leadership roles ensured that their roles fit well with their skills, abilities, and levels of experience. What if one did not have the experience but felt confident that they would be successful in delivering results as they believed in hard work and in giving it 200%. How could these women overcome the barrier of succeeding in job interviews when their resumes cannot compete with those who have got the experience?

That is a great question that gets asked frequently. Let's start with the experience piece. You need to be quite clear as to why you think you will succeed—just thinking that working hard and giving 200% will do it are not good reasons why somebody would hire you. Everybody claims that they work hard. You need to figure out what your value proposition is to the employer. What specifically do you bring/ If you are clear about that, and that is crucial, then you might be able t negotiate a trial for yourself with clear metrics on how the employer would judge your success. You would also want to negotiate for the support you might need to help ensure that you can deliver those results.

In negotiating for resources, both financial and human to deliver results, should one obtain such commitments from employers in writing or do verbal levels of support at the interviews suffice?

This is a situation where knowing about the other person and context is critical. Is this a person who says yes but then doesn't follow through. Then I would send an email following up the meeting specifying your understanding about what was agreed to. The other person may still renege but at least it creates a record. That can be especially important if the person who made the agreement leaves and you are dealing with somebody new. On the other hand, if the person you are negotiating with honours their commitments, I don't see any reason to follow up.

From your research, what do you see as being effective actions that organizations can take to level the playing field for women?

Organizations need to recognize how second generation gender issues may be hampering women. So some of the things they could consider are—looking at assignment patterns—are women and men being channelled into different paths? They could consider the kinds of mentoring and support they give to men and women so that they can understand how informal networks may be functioning to make it easier for men to succeed—they might get feedback from these networks in ways that women don't. The more transparent policies and practices are the more likely it is that the playing field might level. Of course, one of the most critical is how the boundaries between work and personal life are managed and the degree to which notions about ideal workers drive decisions about leadership. Women who have disproportionate responsibility for this will be hurt. Finally, they can develop programs for women to help them understand how gender operates in their organizations and the skills they can develop to negotiate for what they need to succeed. In the process, it helps the organization learn as well.

How do you see what you say about women and leadership in relation to the prevalence of the glass ceiling? Do you believe that women can break through the glass ceiling if they negotiate throughout their career and in their negotiations ask for opportunities that translate into leadership experience?

Yes, I do believe this. But I believe not just because I think it is up to individual women to challenge the glass ceiling. But because what we know from demographic studies, the more women in leadership, the more likely it is that other women will see these as role models and see that they too can succeed. I also think that to negotiate about these second-generation gender issues (and I do think women need to think about how they engage these issues so that they don't foment backlash) they are pushing back on organizational practices and policies. I believe

that this can foster learning which is good for individuals and good for their organizations.

How did you come to be interested in this area of research? Are your findings as discussed in this paper reflective of how you developed your career trajectory?

I became interested in these issues because of my students—both MBA students and executives. Companies come to the Simmons School of Management because they are committed to moving women into leadership. But what I found was that commitment was not enough. We know new leaders fail at high rates—I found that the women executives I was working with were not being set up for success. Their companies were not doing it and neither were they—so I used these stories to help women and their companies develop strategies to help women succeed. These are in both my books—Everyday Negotiation—which gives women (and men) strategies to negotiate the hidden agendas that accompany all negotiations and Her Place at the Table—which helps women(and men) figure out what they need to negotiate about.

What areas do you regard as being the most difficult for women to overcome in negotiating conditions for leadership success?

All negotiations occur in the context of gender schemas and stereotypes—some more powerful than others. Women need to pay attention to how these schemas may be operating. One of the things I find is that when women take one of my workshops, they feel empowered to negotiate. Sometimes that empowerment can translate in to very aggressive stances and that often does not sit well with people on the receiving end. Women need to learn how to effectively mange some of the double binds that accompany their negotiations—they need to negotiate what they need but do so in a way that fits who they are. Successful women negotiators have discovered how to do this effectively.

39 Melanie Kontze

At TMP Worldwide, Melanie Kontze is responsible for all business activity in the IT&T Sector in Australia and New Zealand. This includes development and implementation of strategic business plan for the sector, developing new service offerings; strategic business development and implementation of outsourced resourcing solutions.

Melanie has broad experience and capability in instigating and managing change in a competitive Information Technology environment. She has twelve years of management experience with profit centre, people performance, business development and strategic business management responsibilities.

Prior to joining TMP Worldwide in 1998, Melanie's career included managing a medium sized IT Contracting business in NSW and ten years in the UK and US in the software industry specialising in software solutions and professional services in the international banking and capital markets environment.

Melanie has a Bachelor of Arts from the University of Auckland with a major in English Literature, a Diploma in Education from the Auckland Secondary Teachers College and a postgraduate Diploma in Marketing from the Royal Institute of Marketing (United Kingdom). Melanie is a member of the Australian Computer Society and of the Australian Human Resource Institute.

Personal Interests:

Melanie lives on a vineyard in rural NSW with her husband and four-year-old son. She has a keen interest in all performing arts and literature, enjoys working in the vineyard, cooking and entertaining.

Interview with Melanie Kontze

Do you think that there is an invisible barrier preventing women from reaching the highest level in your profession regardless of their accomplishments and merits?

I think the so called "barriers" arise from a number of factors. There are a significant number of women in senior executive roles in Human Resource Consulting and Recruitment. Indeed there are many very successful consulting firms in this field that were started and grown by women as the owners and founders of the business. My personal

experience has been one of promotion and opportunity related to merit, hard work and drive to succeed and to progress. I do think that my particular field is very suited to women (or indeed men) choosing to work in a more flexible way, where they are able to work part-time or from home for a proportion of the time. In this respect there is certainly a terrific pool of experienced women, mid career who have chosen not to accelerate their careers, find the professional work engaging and rewarding, but are not necessarily motivated to reach the senior management ranks. In my view therefore there are not necessarily imposed barriers, and the nature of the work is such that it does not necessarily have high travel demands which may be barriers for women.

Is this barrier in your profession penetrable? How can the barrier be dismantled in your profession?

This question assumes there is a barrier. I think in my field I have seen the following initiatives that have meant the barrier is not imposed for women:

- Flexible work practices in terms of ability to work part-time or from home for part of the time
- Being a knowledge-based environment, people are able to use their knowledge, skills, networks supported by technology.
- Productivity of people is not dependent on physical presence in one place. Productivity is measured in outcomes rather than activity
- Women already in senior management (either as founder and owner or having progressed) are used to accommodating differing practices, whilst maintaining business and productivity goals.

Do you consider yourself to have broken through the Glass ceiling in your profession? If yes, how have you done this?

Not specifically. I have had to deal with I think the normal politics and barriers to success that happen along the way whether you are a man or a woman. At one point all of my peers in a particular business were men,

and they were used to de-briefing in the pub at the end of a management meeting.

This created an inadvertent barrier for me, as I had a young child a the time and could not stay beyond the working day in most cases. I raised it with them and we all decided that dinner would be the best way to debrief, I could go home to feed the baby, they could go back to their hotel rooms, call the family and catch up on e-mails and we would all meet later for dinner without the couple of hours in the pub in between times!

In general, what do you see as the underlying cause that must be addressed to shatter the glass ceiling in corporate and public Australia?

As outlined above, I do not think there is a "cause" in my field. There is a biological difference between men and women that means that women mid-career will choose to work differently. We can't change this. There is legislation in place to ensure that choices are protected, and we should continue to support the legislation. We need to continue to build leadership capability for women and provide an environment where that capability will be recognised.

40 Fiona Krautil

Fiona Krautil was appointed Federal Director of the Equal Opportunity for Women in the Workplace Agency (EOWA) in April 1999. Her work involves contact with more than 3,000 private sector organisations¹ as well as policy advice to the Federal Minister for Employment, Workplace Relations and Small Business.

Prior to EOWA, Krautil was Head of Diversity at Westpac where she led the bank's 'leading practice' diversity process, achieving a shift in the organisation's culture to provide a workplace that was more inclusive for women. Westpac subsequently received a Silver Corporate Work and Family Award² in 1998.

Before joining Westpac, Fiona was Equal Opportunity Manager at Esso Australia where she successfully developed and implemented diversity strategies that resulted in Esso winning a number of best practice awards. She is also a member of the National Diversity Think Tank³ and the Enterprise and Career Education Foundation (ECEF) board.

With a Bachelor of Science Degree with Honours, a Post Graduate Diploma in Management and a Master of Business in Change Management, Fiona is the proud mother of two daughters: Stephanie, 11, and Alexandra, 6.

- 1 Employers covered by the Act include private sector employers, community organisations, non-government schools, trade unions and group training companies with 100 or more staff. All universities in Australia are also covered by the Act.
- 2 The Work and Family Unit, Department of Employment, Workplace Relations and Small Business run corporate Work and Family Awards.
- 3 The National Diversity Think Tank is a collaborative working forum providing leadership in developing, sharing, implementing and evaluating leading-edge diversity models and materials to provide better solutions for the Asia-Pacific region.

Interview with Fiona Krautil

Do you believe there are barriers preventing women from advancing, regardless of accomplishments or merit?

Significant barriers to the advancement of women remain a reality in the Australian workplace... even in 2002. I prefer, though, to talk about a 'sticky floor' rather than the 'glass ceiling'. For many, the glass ceiling

implies women in management only; in fact, I am talking about women at all work levels, from the shop floor upward.

In my experience, the issue of support roles being filled typically by women, and senior management typically being filled by men, is a problem across all professions. Essentially, women still have to be twice as savvy as their male colleagues if they want to be appointed to senior decision-making roles; and once there, have to constantly prove that they can do the job. In contrast, it is usually assumed that the men will succeed!

The barriers to women advancement are often culturally embedded and sufficiently 'invisible' that they are difficult to change. For example, decision-makers (of both genders) continue to make assumptions about what women can - and cannot - do. Typically, the promotion of women is undermined because managers ask questions about female candidates that they don't usually ask about men. Are women 'tough enough' to be effective in senior roles or to work with important clients? Will a woman be prepared to relocate? These are just some of the issues raised that constantly undermine women's' opportunities.

And it's a vicious circle. Because women don't get promoted as often as men, women have less access to informal leadership networks. It's in the informal networks that strategic issues are discussed and solved and that provide mentorship to the next generation. Typically, women have less exposure to the thinking and decision-making processes that fuel success in organisations.

How can the barriers be dismantled?

The barrier has always been penetrable for one or two outstanding women who are able and willing to operate in the traditional 'blokey' environment. However, many women find with time that they expend too much additional energy (compared to their male peers) operating in a culture that is not naturally inclusive ... and actively choose to opt out.

A lot of senior women also opt for Board appointments, or set up their own small business. This is not good for the future of Australian business. Australian organisations need to develop a pipeline of female talent from the bottom to the top of the organisation if they want to be globally competitive. To do this they need leadership and commitment to action from the CEO or Board, with managers and supervisors held accountable (through pay) for attracting and developing female talent.

To achieve outcomes for women an organisation's leadership needs to: (1) identify the issues for women in an organisation and take action; (2) ensure people management policies and practices meet the needs of contemporary women (such as, for example, senior roles providing women with carer flexibility); (3) reconfigure recruitment and promotion process so that they deliver quality women on every short-list for every job; (4) ensure women are given equal opportunities to manage the clients or assignments that lead to promotion; (5) include women in informal networks at appropriate venues and at appropriate times; (6) ensure 'zero tolerance' of sexual harassment in the organisation at all times; (7) allow women to rear children for a period of time and still stay on the career path; (8) ensure women are paid equitably for their contribution; and (9) transform the workplace culture so that it allows a group of women to succeed (not just the occasional one or two).

Do you consider you have broken through the glass ceiling in your profession? If yes, how have you done this?

Yes - and no. Yes, because I am a female Director of a Federal Government Statutory Authority and simultaneously a rearer of 2 daughters, 6 and 11 years respectively. In many ways, I am a typical working mother! No, because the public sector typically recognises women more than the private sector. For example, one in 10 managers in the private sector is female while in the public service, this figure rises to one in three. Also, my current role is in a traditionally female field.

To get to this point in my career, I have had to clearly set my work and my family goals - and commit myself to action. I have had excellent support from my partner and extended family, particularly when my children were young. I have also always had access to affordable quality childcare (either community or work-based) and ongoing access to flexible work hours. I turned down a job offer when my children were small because they would not allow me to work flexibly after the birth of my second child.

I have also consistently grasped any opportunity in both the public and private sector to progress my tertiary studies.

Building a close external network of female business colleagues, I believe, has also been integral to my success, while personal leadership coaching on and off over the past 10 years has also contributed significantly to my sense of what is possible.

I also believe you have to take risks in life; I have done so consistently throughout my career. Firstly, I had children when I had every intention of continuing to work and had serious ambitions. There were few female role models for me at the time to show me the way. I also made the transition from the public sector (Victorian State Government) to the private sector in the late-80s. Later, I moved interstate with my husband (who had given up his job to move) and children to take on a new role, proving the assumptions about women and relocation wrong. More recently, I have returned to the public sector because of the challenge inherent in my current role and the opportunity it affords me to make a positive difference to the Australian workplace landscape.

In general, what do you see as the underlying cause that must be addressed to shatter the glass ceiling in corporate and public Australia?

Organisational leaders must lead by example and take personal action to drive change, rather than delegate responsibility to the Human Resource Department to 'fix it'. They need to listen to their female staff and take personal action to realign their workplace cultures by holding managers

and supervisors at all levels accountable for growing a pipeline of talented diverse women in the organisation - from the 'sticky floor' to the very top.

Women also need to speak up as a group and identify their own solutions so that they can fully contribute on the work and the home front if they so choose. More and more Australian women are choosing a career - not simply a job! Frankly, it's plain dumb for business leaders to ignore the growing presence and presence of women in the labour force today.

41 Carolyn Leigh

I was born in Washington DC in 1947, where my father was posted to the Australian Embassy. I grew up in Sydney and throughout my childhood and teens was fortunate to have many overseas trips to visit my father in various countries. My travels to the Philippines, Pakistan, Argentina, Tanzania, during this developmental stage of my life, had a strong and lasting influence on my understanding of and interest in social justice, human rights, world peace and access and equity.

When I finished school I believed my future was in the theatre and majored in Drama at NSW Uni. I also worked as a theatre trainee but realised I didn't have the talent to succeed in that field. Not knowing what else to do, I completed a Primary Teacher's Diploma and had a very brief career as a teacher. It was this experience which made me aware of the need for easy access to a wide range of information to assist people to live and manage their lives.

After travelling in South East Asia, India and Afghanistan for a year in 1970, I returned to Australia and enrolled in a part-time Library Diploma. I obtained a position in the State Library of NSW and within a relatively short time moved to a more senior position in the Mitchell Library.

I moved into public libraries in 1975, holding positions of Deputy Chief Librarian until 1988. At Blue Mountains City Council I was one of two women in senior management positions, and at Marrickville Council, the only woman in a senior management position. In both instances the Chief Librarian was male.

In 1983 I gave birth to my son and became a sole parent.

My first encounter with computers (1975) was a very early networked, in-house, library system, which linked 5 branch libraries throughout the Blue Mountains. Much of my time was spent negotiating with the IT section and Council to further develop the system. This was the awakening in my interest in technology, its potential to make a wide range of information more accessible and as a powerful tool for information management. I was able to pursue this interest as Deputy Chief Librarian at Marrickville City Council Library (1983-1988) where we installed a sophisticated (for its time) networked, library system. Developing an online catalogue system for the collection of books in 13 community languages and an online community information system were interesting challenges. Training and change management were amongst my many roles.

At the end of 1988 I decided it was time to change directions, resigned, and moved back to the Blue Mountains. For the next few years I worked privately as a social

research consultant and also filled a maternity leave vacancy as Director of Varuna Writers' Centre. During this time I was given and taught myself to use a Mac - the first time I had used a PC. It was also the first time I had worked for the non-government Community Sector.

In 1992 I was appointed as Research and Policy Co-ordinator at TRI Community Exchange, a Family Resource Centre, established to provide infrastructure support to the non-government Community Sector in Nepean. One of the appeals of the position was that it was to investigate the feasibility of establishing an electronic network for the sector. This gave birth to Westnet in 1993, initially a stand alone bulletin board system which later became web based. I developed and managed this project (with a lot of learning about new and emerging technologies along the way!). Westnet provided the opportunity for the sector to explore the potential of this new technology and its application to their work. We also provided support and training and played a strong advocacy role to government on the need for IT infrastructure, internet connections and IT training for community organisations.

At the end of 1997, with the change of Federal Government, funding for the Family Resource Centre Program was cut. All projects of TRI came to an end, except Westnet, which we managed to obtain Networking the Nation funding to continue for two years. I remained as Westnet Manager, building up a new team and organisation. There was the additional challenge of generating funds for the future survival of the organisation (not an easy task when your client group are under-funded community organisations). As the Internet became more user friendly, we moved the network from the Bulletin Board to the Internet. We continued to provide online services, training, advocacy and were contracted to develop a number of innovative web sites and other IT related projects. By the beginning of 2000 I felt I had contributed as much vision and energy as I could to Westnet.

In March 2000, I took up my present position as Project Manager of communitybuilders.nsw website, a project of the Strategic Projects Division of the NSW Premier's Department. I am a staff representative on the department's executive-group and also the department's representative on a number of cross Agency committees – Human Services Information Management Group; Human Services Network; Better Services Delivery Reference Group; Government Computer Re-use Reference Group. I also convene the IT Capacity Building Project for NGOs Working Group.

Interview with Carolyn Leigh

When I was first asked to contribute to this forum, my first thought was 'glass ceiling? That's never been in my sight line, but I have come up against a lot of brick walls!'

What is my profession?

I have found it difficult to define my profession since leaving librarianship. There has been no clear career path, it has been more a journey according to pursuit of specific interests, opportunities, demands of the position and skills accumulated along the way. A commitment to social justice has influenced my direction. It has not been so much about climbing a ladder, rather being in a position to make a difference.

Most of the positions I have held, have involved either organisational or project management. Organisational and staff management alone require different and diverse skills, quite separate to managing the content of the organisation or project. There have been continuing specialist threads of research, information management and the application of technologies to provide broad access to information for the general community. As technology has become an increasingly necessary tool to access information, I have also become an advocate for access to this technology and the skills required to use it.

Am I an IT specialist?

Maybe, in a very broad sense. I think my strength lies more in project management with a focus on IT related projects. My interest is in the application of the technology rather than the technology itself.

I have been fortunate to be an early participant in evolving IT fields where there has been no clearly defined career path. It provides the ongoing opportunity to learn, explore, and develop new skills and influence change. I find it difficult to identify what the highest level of my profession is.

Invisible Barriers

Libraries

As a library manager in local government, I definitely experienced gender barriers, which contributed to me leaving that profession. Although it was a predominantly female profession, the other senior management positions within Council and the Councillors were male. These were the people who ultimately made the decisions. The barriers were institutional, attitudinal, political and cultural.

I have been asked questions in interviews by men, which they would definitely not have asked male applicants e.g.

It was an environment where women, had to leave personal lives and motherhood at home to maintain professional credibility. My application to return to work-part time after 6 months unpaid maternity leave was refused.

Information Technology (IT)

My IT path was greatly facilitated by my employment by TRI Community Exchange, a non government, all female organisation. In 1992 our manager insisted that we become computer literate and engaged a female computer tutor for 6 months. This enabled us to become role models for the predominantly female sector we supported and resourced, women who had studied social work, not computing, at university. The tutor, highly skilled in all aspects of computing, also became my mentor during the development of Westnet.

TRI provided a total contrast to any work environment I had experienced. We had the luxury to explore innovative ways of working and women's ways of working.

It operated on principles of trust, collaboration, support, teamwork, consultation, inclusiveness, non-competitiveness and social justice.

The purpose of the Westnet project was to encourage and facilitate the non-government sector to incorporate information technology in their organisations. The initial enthusiasts and movers were male who made a great contribution, however their 'tech speak' and 'stand aside, I'll do it for you' approach were barriers to females. Language was a means of holding onto power. It was necessary to de-mystify the technology to make it accessible. It was common for the men to be interested in the technology and the women in its application.

It is still very difficult for women with technical qualifications to establish credibility within the profession. They can experience covert barriers and a fair degree of condescension. As a client, I have experienced extreme difficulties in getting technical developers to meet my specifications for work.

Why are there barriers in the IT profession?

Technical professions traditionally are male based and initially IT was a very technical field. The profession has developed from a male power base strengthened by the use of an exclusive technical language. The technology was developed by men and used by men.

There have been many changes in the past ten years with the growth of the Internet and Windows based applications. A wide range of IT courses are now available through Universities, TAFE and Community Colleges.

While men are still predominantly the developers of the technology, men, women and children of all ages are now the end users. I increasingly encounter women who are managing IT projects. New fields of specialisation are developing which provide opportunities for women, particularly in relation to the web, e.g. web design, information management, content development, usability testing, e-learning, web site management, writing for the web, project management. Many women are now coming into the field with formal technical, communications, multi-

media qualifications and others are applying existing skills to the new technology and learning as they go.

However, in her report, *Women and IT*, Sue Gorst, Department for Women, writes:

'Few women are producers of information technology, whether as internet content providers, programmers, designers, inventors or fixers of computers. In addition, women are conspicuously absent from decision-making structures in ICT.'

She reports that:

- The number of women in ICT is declining
- Women primarily concentrated in non-technical jobs (marketing, sales, web design and project management, call centres)
- It's still unusual to see women working as network engineers, system
 architects and even less common to find female CEOs. Women who
 work in the industry rate technology and telecommunications highly for
 flexibility and career support, but very low when it came to have a family
 friendly workplace
- Depending on how 'information technology' is defined, the proportion of women working in the field in Australia is somewhere between 20 per cent and 40 percent.

Is this barrier penetrable? How can the barrier be dismantled in your profession?

There is a fair way to go to penetrate the barriers, particularly in the technical areas and Senior Executive positions.

The increasing 'non-technical' specialisations in the IT profession now provide women with a greater choice to participate in this industry. The shift from Information Technology to Information and Communications Technology (ICT) has many interesting interpretations and applications.

The technology itself is still a barrier to many women, which can be overcome in a number of ways:

- find female and male mentors
- evaluate your 'technical skills' more broadly and acknowledge those skills
- feel ok about being selective about your knowledge
- persist with breaking down the language barrier
- feel confident and justified about asking questions and insisting on the outcomes you want
- work with women wherever possible and share knowledge and skills
- encourage and facilitate other women to work in the field
- develop female networks which you can draw on for support
- we need women as role models, who have succeeded within the profession working within a feminist framework.

Have I broken through the glass ceiling?

I have always been able to make very fulfilling professional choices and feel satisfied with my achievements.

My current position provides many opportunities to extend my skills and knowledge and participate in government policy development and change.

The range of skills this position requires is not widely understood, which affects grading, status, decision making powers and future job prospects. It is also difficult to anticipate future markets for my skills.

From my office I enjoy spectacular views through glass walls!

42 Jill Lindsay

This interview with Jill Lindsay was done in 2002. TRAILBLAZER and AFL ground operations manager Jill Lindsay died of cancer in 2011.

AFL chief executive Andrew Demetriou described the loss of Lindsay, the longest-serving employee in VFL-AFL history, as heartbreaking.

afl.com.au

Information provided at her interview

- Born Ryde, NSW
- Family 4 children 2 brothers and a sister (one of the brothers is my twin)
- Mother raised 4 children as my father passed away in 1955
- Educated Marsden High School, Ermington NSW, Leaving Certificate
- Employment -
- I was very fortunate in finding a niche in life with employment at the VFL/AFL, which was a love affair with Australian Football, which I still work in and follow passionately as ever.
- I am the AFL's most senior female executive.
- Recently I was awarded the AFL's highest honour in being granted Life Membership in December 2001. I also had the double honour of being the first woman to be made an AFL Life Member.

Interview with Jill Lindsay

Do you think that there is an invisible barrier preventing women from reaching the highest level in your profession regardless of their accomplishments and merits?

No, I do not believe there is an invisible barrier, however I have had the luxury of living a single independent life with good health.

If I had family responsibilities at home, my career may have been vastly different because I would have encountered a different set of problems, which may have stopped me working the long hours I have during the peak periods of my career.

Is this barrier in your profession penetrable? How can the barrier be dismantled in your profession?

All barriers in my profession are penetrable. Although some female journalists have told me that in the past they have been refused entry to dressing rooms, however that has now changed.

Do you consider yourself to have broken through the Glass ceiling in your profession? If yes, how have you done this?

I was never aware or ever felt it existed throughout my career. I have just applied myself to the tasks at hand with a commitment to succeed. I see obstacles as challenges and not limitations because I am passionate about seeing the game of Australian Rules Football progress. Most importantly for me, I absolutely love my job and never begrudged the extra hours I worked to get ahead.

In general, what do you see as the underlying cause that must be addressed to shatter the glass ceiling in corporate and public Australia?

In general, I see these issues as being underlying causes that must be addressed in Australia before the 'glass ceiling' in corporate and public Australia is broken.

Research proves that men who make it to the top have very strong networks at home. Normally, life outside the work force is organised by the spouse, children's needs are managed by the spouse and the man returns home to a well functional household. This is not the norm with women, and I believe that unfortunately it still seems to be somewhat a novelty in Australian life for women to be the predominant financial provider.

A more flexible attitude is required by many employers towards job-share, working from home one day a week, caring for sick children and so on.

43 Connie Loden

Executive Director for Heart of Wisconsin Business & Economic Alliance, Connie coordinates community economic development projects in Central Wisconsin, and has become an internationally recognized leader in rural development, holding leadership roles with the Community Development Society and National Rural Development Partnership.

The Community Progress Initiative program Loden developed in partnership with the Community Foundation of South Wood County to revitalize their economically struggling community has received award recognitions on a state and national level.

She served as Past-President of Wisconsin Rural Leadership Program and Wisconsin Rural Partners, the state's rural development council. Connie also served as chair of the Wisconsin State Trails Council, Wisconsin Community Leadership Summit and Wisconsin Community Resource Teams (now TeamWorks!).

Connie consults as a community economic development specialist, having assisted over 30 communities in the US, Australia, New Zealand, Cuba, Germany, Ireland and the United Kingdom.

Interview with Connie Loden

How did you come to be interested in the area of leadership in the community?

I became involved when I was 22, operating a resort business and someone asked me to chair a committee for a community event, then after a couple of years, I was leading it. What truly got me interested in and created a passion for leadership and developing my skills was my participation in the Wisconsin Rural Leadership Program in 1994-96.

What do you see as being the essential ingredients for individuals to become community leaders and initiate to completion a leadership project?

A vision and passion to make it happen—A "can-do" attitude with integrity—A willingness to take risks, lead change and make a difference.

How can community organisations create partnerships for community development? Are there any key strategic partnerships that all communities should strive to develop?

Strategic Partnerships are key to healthy vibrant communities. We are better together! To create a successful partnership for community development, identify the key stakeholders and how do they complement each other—what can they accomplish together by pooling their strengths, versus operating alone and missing necessary skills or connections? Clearly identifying the expectations of the partners at the start is extremely important to a partnership where all the parties feel a win-win relationship leading to a partnership that is sustainable.

A key strategic partnership that our organization has developed is with the Community Foundation of South Wood County. Our organization the Heart of Wisconsin Business & Economic Alliance brings the community economic development expertise and the Community Foundation brings the funding assistance and community development convening skills. For more information on this partnership **progressinitiative.com**

In your work with communities to achieve a culture in which all citizens have increasing opportunities to enjoy and engage in the community, which areas and groups do you focus on and what have been some of the issues that you have encountered in your attempts?

In working to create a culture shift of community engagement, we have tried to focus on as many areas of the community that we can at one time. Although this may seem like a large challenge, which it is, we purposely have taken this on as to really be affective in creating change, you can not only work with one segment and have the results you want. As the community operates as a system, it is important to work with the entire system as the individual components effect one another. The intention is to create a synergy and to integrate activity across the community providing vehicles for most any citizen to be involved in. We have done this through leadership programs (a foundation required for successful

communities), introducing innovation through dynamic speakers, developing visions for the communities (provides a context and inspiration for their work), engaging inclusive community teams, youth led initiative for decision making input, youth participation in all community development groups, entrepreneurship support and development (both social and business), business industry networks to identify new economic opportunities and foster collaboration, promoting philanthropy to ensure capacity and sustainability, and coaching to build capacity to develop structures and maintain momentum.

One of the issues we have encountered is the continued need for capacity building and coaching in developing people to take on being drivers of their own destiny. This is new territory to many, when they have existed in a very dependent culture for decades. Three key components to transferring the decision making and responsibility to the community citizens are commitment, capacity and structure. If they have the commitment, and you build their capacity, by developing and putting structures into place for collaboration across the community, you provide sustainability to continue forward movement into the future vision.

Another issue has been a change in power structure that is more dispersed across the community and is not necessarily embraced by the old power structure. They enjoy a sense of power when the community remains dependent on them. As the community moves toward having the capacity to move forward, if they are on board or not, this becomes threatening.

It creates voicing of scepticism by the old power structure to diffuse the momentum. It is best not to spend to much effort in bringing these people in, but instead work to inspire and generate the momentum from the grassroots community involvement, which will, through their enthusiasm and success, tip the conversation and over come the nay-sayers.

What have been some of the outstanding examples of leadership that you have come across in the US and why have you been impressed by the people behind them?

A couple of examples of outstanding leadership in the US:

Elizabeth Doyle — she is a servant leader with utmost integrity. I was very disappointed when she dropped out of the presidential race.

Lt. Governor Barbara Lawton — Barbara has been willing to put herself up to stand for election again, after first losing. When the Institute for Women's Policy Research "Status of Women in Wisconsin " report weighed in with a low C- grade for our state, Lt. Gov. Lawton, took this issue on to raise the grade during her administration. The office of Lt. Governor is one that often is a lame-duck position, one of waiting for the Governor to step down. Instead, Barbara took action in a way that can make a difference for advancing the prosperity of women and for our state. http://www.wisconsinwomenequalsprosperity.org/index.html Her approach has been tireless and has engaged women and men across the state to seriously look at the issues, develop solutions and implement them. I have been honoured to serve as her co-chair of one of the initial issue identification task forces on leadership and political participation.

Another leader I have been impressed with is our previous Governor and US Secretary of Health and Human Services, **Tommy Thompson**. Tommy Thompson led our state with an unbridled energy and desire to make a difference, willing to deviate from the norm in government and looking to reinvent how it operated. He took that same approach to Washington, when he served as Secretary of Health and Human Services. He brings a vision and innovation that transcends the bureaucracy and generates results.

On the community level: There are few that match the contributions that **Nodji Van Wychen** has provided for her small community of Warrens, Wisconsin. She is a cranberry farmer, who put the community of Warrens

on the map, with the development of the Warrens Cranberry Festival, which draws about 100,000 people to a town of about 200. She has enthusiasm and energy flowing from her to all those who come in contact with her. She serves on the County Board, the School Board, Wisconsin Cranberry Growers Association, Wisconsin Rural Leadership Program and many others too numerous to mention. She has been recognized as the recipient of the Wisconsin Community Leadership Award in 2003.

In addition, I'm impressed by the numerous people taking on making their communities a better place. Also, those who have developed collaborative skills and seek to create partnerships. There are many people who come to mind for me in this category.

What is the objective of the Wisconsin Rural Leadership Program and why have certain areas been chosen for the leadership education program?

The mission of the Wisconsin Rural Leadership Program is to develop leaders to be catalysts to strengthen communities. The program helps to develop the individual, their involvement in the community and their involvement across communities. It helps participants: 1.develop leadership across communities (global perspective/connections); 2. To think globally and then act; 3. To ask the right questions; 4. Look beyond the obvious; 5. Creating catalysts to strengthen communities. The premise of our curriculum design is around issues exploration with skill development interwoven. The seminars are a collective course connected together. Issue seminars include: State Government, leadership, Understanding Urban Life, Technology and Where It Is Taking Society, Global Economics, Appreciating Diversity-Finding Common Ground, Environmental Issues, The Debate/Tension Between Individual Rights and Community Rights. Three out of state seminars round out the broader global perspective. The Regional Seminar explores the issues, concerns, challenges, barriers encountered by leaders outside of the Midwest. Recent topic of the Regional Seminar has been Diversity held in Atlanta, Georgia and study civil rights issues, others have looked at Native

American issues, The National Seminar takes a focus on the federal government, with a theme, such as energy, through which to explore public policy. The International Seminar looks at another area of the world that offers exploration of a timely issue theme as well, often corresponding with the theme of the Federal Seminar. Examples of countries we have learned from include Australia, China, Vietnam, Thailand, Hungary, Turkey, Russia, Brazil and others. Interspersed throughout are lessons to build skills in ethics, public policy, tension of funding: who pays, who decides, who benefits, how do we know what we know?, historical perspectives, and the tension of individual and community rights.

Are there any comments that you would like to make about what has impressed you about community leadership in Australia and areas that need further strengthening?

I have been impressed by people like Jane Moritz in Hyden who played an integral role in a community where there is virtually 100% volunteerism. This community is amazing in its 'can-do' attitude, and taking charge of their future. I am also impressed with the accomplishments and legacy of Monty House MLA, who as WA Minister for Primary Industries initiated Progress Rural Western Australia. Progress Rural Western Australia is one of the most successful community economic development programs, I've encountered. It created change and stimulated innovation across the rural countryside in Western Australia. It is the framework, which I have applied in our own development of the Community Progress Initiative, enlisting the assistance of David Beurle, who served as the Principle Project Officer for House on Progress Rural Western Australia. One other lesson I have learned from leadership in Australia is to think BIG—if you think you are thinking big, think BIGGER! Where leadership could be further strengthened would be removing the Tall Poppy Syndrome. Building partnerships was an area that needed development when working previously with communities in Australia, however, when I was

there in November 2004, I could see more partnerships had formed and were successful.

How have you developed and nurtured your leadership potential?

I continue to be hungry to be a life-long learner and expand and develop my leadership skills as I go. I attend conferences, collaborate with others, travel on study tours, lead study tours, stepping out and taking risks—getting out of my comfort zone always stretches me and helps me grow. I ran for the state legislature in 2000 and that was a definite case of out of my comfort zone and a tremendous positive learning experience. I observe and learn from others, building relationships and expanding my resources and networks. Relationship building is definitely a key to learning to be a leader. One of the most valuable motivators for me is to think BIG and the ability to generate my future.

Do you try to help women develop their leadership potential and how do you achieve this?

Yes, I do try to help other women development their leadership potential. I find it very inspiring to watch young leaders blossom and grow. My work with the Wisconsin Rural Leadership Program is an example. I have mentored and encouraged some of the local high school students in taking on state-wide leadership roles, including working with the Lt. Governor to put on a State-wide Young Leaders Forum as a component of the Wisconsin Women's = Prosperity Initiative. I invite young leaders to try new leadership positions and assist them through mentorship and support. I designed and delivered the Heart of Wisconsin Community Leadership Program and the Gogebic Range Leadership Academy. I initiated and chaired the Wisconsin Community Leadership Summit to provide continued leadership development programming. I began and manage the International Community Leadership Network a ListServ community, sharing a passion for community leadership around the world. I work with the Girl Scouts as a Mentor for Camp CEO Job Shadowing. The Wisconsin Women=Prosperity Initiative allowed me to

really make a difference in advancing women in leadership roles, as the research and recommendations, our Task Force on Leadership and Political Participation brought forward, directly effect policy changes.

44 Anne Loveridge

Senior Partner, PwC

Anne Loveridge is a senior partner in the Financial Services Assurance practice in Sydney, providing assurance services to major financial services institutions.

For the last four years Ms Loveridge has led the Financial Service Assurance practice at PricewaterhouseCoopers, comprising approximately 400 staff and 40 Partners in Sydney and Melbourne. In this role she was responsible for ensuring the group achieves client service objectives, through strong relationships and quality delivery, as well as the financial and operational performance of the group.

Ms Loveridge also has played a lead role in the implementation of the PwC High Performance Culture as well as other work / life balance / culture initiatives and she currently leads the Australian firm's year long Leadership development programme aimed at shaping high potential PwC Managers. Anne Loveridge has also recently sponsored the inaugural PwC Women's Leadership Forum for Australian Partners & Directors, with the theme Connect, Inspire and Empower.

Ms Loveridge is a member of PwC's Global Gender Advisory Council, an action and results oriented advisory group who provide advice and assistance to the global leadership team on the issue of women at PwC, and has been part of the Australian firm's Extended Leadership Team.

Anne Loveridge joined the UK firm in 1984 straight from university with a French and economics degree. After having qualified as a Chartered Accountant in 1987, she commenced what was initially a two year secondment to Sydney, Australia, in the Financial Services audit practice and has subsequently remained with the Australian Firm.

Interview with Anne Loveridge

What does diversity mean to PwC?

Achieving Diversity and Equal Opportunity at PricewaterhouseCoopers is a strategic imperative. With the war for talent, impact of globalisation, changing demographics and the increasing importance of technology and innovation in business, our ability to attract and retain a diverse and agile

workforce is essential for us to stay ahead of our competitors and be distinctive in the market.

To assist us with this, approximately five years ago, the Australian Firm embarked on a journey of culture change called the PwC Experience. The PwC Experience framework consists of an integrated suite of behaviours, policies, processes, and strategies which reflect flexibility, transparency, rights and obligations in respect of a diverse and inclusive workforce. The ideas, tools and resources to help staff drive the PwC Experience are detailed on a dedicated section of the Firm's intranet site. The Australian firm's work in this area has culminated in the creation of core client and team behaviours which are now the framework of the culture change programme the Firm is adopting globally.

Launched in 2004 as a part of the PwC Experience, our eQuilibrium programme is a significant initiative in the Equal Opportunity arena at PwC.

eQuilibrium seeks to build talent and diversity by creating an environment which understands and supports the changing life needs of our people as they progress in their career with PwC. Improved outcomes for women are a fundamental driver of our approach. Our statistics reveal a very telling story: whilst we recruit 50:50 males/females we lose a disproportionate number of women at the senior levels. On a positive note, our retention of females is improving.

As a part of eQuilibrium, we have invested time in speaking one on one and in groups to our women across the Firm and all levels of the organisation to understand how we can best support our women to stay with the Firm. One of the clear themes which came out for those at manager, director and partner level was around not having a visible peer support network of women. Our response to this is described below.

At a global level, our Global CEO Sam DiPiazza created the Gender Advisory Council in 2006. The Gender Advisory Council is an action- and results-oriented advisory group who provide advice and assistance to the PwC Global CEO on the issue of women at PwC. The Council's most recent report focuses on helping PwC leadership recognise and address issues associated with advancing women in leadership roles at PwC. This report includes interviews with 79 of our female leaders across several territories and provides insight into the conditions that support successful advancement. Sam DiPiazza comments that:

"Achieving true gender diversity is more than just 'the right thing to do'; it is a business issue that affects the bottom line. Our livelihood is dependent upon a diverse set of talented people and we know that six people with different ideas are more valuable than sixty people who all think the same."

There are a range of Equal Employment initiatives as well as Gender Diversity programmes in place in the Firm. Details of these are profiled in question 5.

Sam DiPiazza has expressed part of what motivates us – the determination to be responsible leaders. He says:

"PwC is not just a business but an influential member of global society. We are acutely aware that this membership brings its own responsibilities. As business leaders, we have a shared concern that we need to define our own role in society and recognise that leadership encompasses more than business skills – it requires broader social and emotional awareness."

At a local level, we recognise that all our staff (regardless of race, age or gender) are keen to make a contribution to the community. In Australia, we facilitate this through the PwC Foundation Over the past five years, the PwC Foundation has developed sustainable and impactful partnerships with our charity partners. These partnerships have developed from the earlier days of charitable donations and individual actions, to deeper engagement of our staff and working together with our partners.

What challenges does diversity and equality represent within the work environment of PwC?

It is a priority of the Firm to create a flexible workforce which enables our staff and the Firm to come to a mutual agreement about the way our people work while balancing work with priorities outside of work.

To provide more staff with more flexible options (so that they don't consider resignation as a viable solution), we believe the Firm must do more to support the personal choices of its people to enable them to function more effectively outside the Firm, by creating flexible work solutions. We run 'flexibility awareness sessions' to educate our Partners and Managers on different types of flexible work arrangements and how to make these work in their teams.

We continually strive to find a balance between setting policies and frameworks around flexible work arrangements and also allowing our staff to suggest their own solution which is viable for both them and their teams.

We are also aware of the need to provide role models for our staff so our people can read about other people's experiences and stories. Through the eQuilibrium microsite, we provide a list of PwC people who are working flexibly while successfully forging a career with the Firm. Our role models represent a range of staff and situations and are vital to making eQuilibrium 'real' to our people.

To address the issue of disparity of gender at the higher career levels, the Firm has identified that it needs to build leadership role models to demonstrate the behaviours we believe are crucial to attract women to the senior levels within PwC. In addition it is important to continue to provide mentoring and networking opportunities for women at PwC. We are working to do this through our women's initiatives detailed in question 5. These initiatives help the Firm address the challenges of

isolation or lack of peer support network women may experience in their career with the Firm.

How many women directors are on the boards of PwC and on other levels of PwC in comparison to men?

In Australia, the gradual shift in gender representation for women noted over the last couple of years has continued as the Firm continues to grow. As of 1 July 2008

- 25% of our Firm Executive will be female
- 16% of our Leadership Council will be female
- 16% of our Partner population will be female
- the board is made up of 11 partners, the CEO plus 10 elected partners. Of the 10 elected partners from 1 July 2008, there are 3 women which is 30% of the elected positions.

In regards to our percentage females at each grade, currently:

- 16% of our partners are female
- 33% of our directors are female
- 48% of our senior managers are female
- The percentage of females at our manager, senior accountant and accountant levels are approximately 50:50

At a global level, 13% of the Partnership across our 148 territories is female and four of our countries are led by women - in Bahrain, Turkey, Fiji and the Philippines. The female leaders of the Turkish and Bahrain firms are profiled in the Role Models section of www.pwc.com/women. Carrie Yu, a Partner in PwC China/Hong Kong, sits on the Firm's Global Board and Moira Elms, Chair of the Gender Advisory Council, will join the Global Network Executive team with responsibility for People & Culture, Brand & Communications, as of 1 July 2008.

How did your organisation achieve these numbers for women?

PwC has commitment from the Australian CEO and leadership team. The answers provided to the following questions provide further information.

Could you describe some of the Diversity & Equality programmes that are run at PwC which are aimed at creating a culture of inclusion?

PwC Australia has a comprehensive Equal Opportunities Policy, Harassment Policy, Employee Assistance Programme, and nominated Contact People programme.

These policies and programmes operate within the PwC Experience and Code of Conduct framework and are underpinned by the following training, education and awareness initiatives.

Staff Training and Awareness

Upon commencement with the Firm, all staff receive training through the employee induction / orientation process to ensure they are aware of these policies, understand their responsibilities and obligations to others in the workplace, and know how to obtain help or guidance, if needed.

Our e-learning module for all staff on diversity and equality continues to be very well received and has encouraged lots of open dialogue around the opportunities and challenges for us as a rich and diverse organisation.

Partner Training and Awareness

The Firm's leadership regularly reminds our people of the importance of maintaining high standards of business conduct, including how we work together. In turn, Partners are themselves held accountable for upholding the Firm's equality opportunity and diversity philosophies and are supported in this by regular awareness training. From November 2007 the Firm has partnered with an external law firm to deliver equality and diversity workshops in a continuation of the Firm's commitment to prohibiting harassment and discrimination in the workplace. The training objectives are to ensure that all Partners understand and maintain a workplace that provides the best environment for our people, teams and clients on an ongoing basis. The roll out is due to be completed by July 2008.

We will deliver the same messages in 2008 and early 2009 to our Manager and Director population.

Gender Diversity

As mentioned in question 1, Gender Diversity is a key focus area of the firm and as a part of the PwC Experience and the eQuilibrium programme, we have invested time in speaking one on one and in groups to our women across the firm and all levels of the organisation to understand how we can best support our women to stay with the firm. One of the clear themes which came out for those at manager, director and Partner level was around not having a visible peer support network of women.

Therefore our approach has been to facilitate the creation of these networks across all business units and to use those opportunities to share stories and provide skill building. For example, we have been running mentoring circles for women, which bring groups of peers together with an external facilitator to support them to leverage off their strengths (signature strengths) to find pathways to success, promotion and satisfaction in their leadership careers at PwC.

More recently we had an inaugural PwC Australia Women's Leadership Forum which connected female partners and directors from different states, introduced Appreciative Inquiry as a tool to use in business and a development context - shared their best leadership experiences, career high points and developed an awareness of role modelling. The theme of the Forum was 'Connect, Inspire and Empower'.

We also introduced My Mentor at the Forum, a self study programme enabling women to build resilience and positive impact as they progress in their careers.

Our talent mapping and succession planning model will assist the firm in identifying and progressing our female talent in line with Equal Employment Opportunity.

How are your staff made aware of the effect their actions and behaviours could have on others?

In addition to the information detailed in question 5, our policies are published on our Intranet site which is available to all staff. In addition, significant policy changes and new initiatives are communicated via the Firm's intranet communications forum and also the business unit specific intranet sites.

How does PwC's Women's Network and Parents' Network operate? What are its objectives and achievements?

In addition to our national women's initiatives (as described in question 5), we have a number of women's networks that exist within our business - i.e. Symmetry (Advisory), Women in Tax (Tax) and Female Partners lunches (Assurance). These are driven by the teams within each business and provide an opportunity for our women to network and share experience of their career journeys in their progression to senior levels.

The firm also runs Connections lunches (held nationally) – these are quarterly lunches for new parents and intending parents, giving them an opportunity to network and share experience about juggling work and family. There is generally a guest speaker - either a staff member sharing their experiences or an external facilitator discussing topics related to parenthood or early childhood

What type of flexibility and childcare schemes does PwC Australia have for its staff?

We have a range of flexible work options and childcare assistance for our staff. These include:

• 14 weeks paid parental leave for primary care-givers

- Families at work programme A free child, elder and dependant care referral service. Available 24 hours a day
- Care 4 Kids A comprehensive online child care directory easy access to thousands of reputable child care centres, carers and agencies through our microsite - Useful tools, information and resources such as a nanny interview guide, child-care checklists and relevant articles
- Onsite carers facilities for breastfeeding mothers
- Flexible work arrangements (eg. Work from home, part-time work)
- Annual family days where our staff and their children have the opportunity to participate in a family event
- Purchased Additional Annual Leave our staff can buy up to 4 weeks additional annual leave to travel or spend time with their families
- Parents' gift 12-month subscription to 'Practical Parenting' magazine and a gift for new parents

What are some other ways in which PwC Australia attracts and retains women in its organisation?

The purpose of eQuilibrium is to engage, attract and retain specific demographic groups, including women. In a competitive talent market, we have thoroughly researched other organisations to ensure eQuilibrium offers cutting edge initiatives to our people.

The programme includes:

- A dedicated eQuilibrium intranet site including online resources to assist our people to make a business case for working flexibly
- Flexible work arrangements in place including part-time work, working from home, job share
- Child Care/Elder Care Referral Service
- PwC parents gift staff receive a parents' pack to celebrate a new family member
- On-Site carers facilities
- Parental Leave all eligible staff are entitled to 14 weeks of paid parental leave (including paternity leave for fathers who are not the primary care-giver)
- Purchasable annual leave up to four weeks of additional leave by foregoing pro-rata remuneration over a twelve month period

- Core business hours encourage staff to hold meetings in core business hours
- 'eQuilibrium Leave' up to six months leave for Partners with 7-15 years of service in the partnership
- Career transition for retiring Partners
- Partner flexibility awareness training & toolkit
- Regular seminars on topics such as work life balance and positive parenting
- eQuilibrium Register connects PwC people with others who have like minded personal aspirations
- Annual family events two family events held in each location every year
- Parent networking "Connections" forums for new parents and intending parents
- Women's leadership forums, mentoring circles and networking opportunities
- A network of 'Mavens' across the Firm who are available to support colleagues in reaching flexible working arrangements.
- Role models profiled on the microsite PwC people who have successfully forged a career at PwC whilst working flexibly.
- Mentoring comprehensive resources and guiding principles are provided on the microsite
- Executive coaching for leadership
- Employee Assistance Programme
- Subsidised gym membership, onsite yoga and Pilates, flu vaccinations, social club
- Unpaid and paid 'special leave' for personal matters including bereavement, sport, conferring of degree, religious/cultural holidays, study leave

In the context of your organisation's focus upon financial results and their direct relationship with human capital performance, what are some people management strategies that PwC Australia uses to value women and a diverse workforce?

The Firm is able to link the PwC Experience and eQuilibrium programme to an increase in revenue, loyalty and retention of clients, decrease in

turnover (particularly of females), graduate acceptance rates, client wins and high internal engagement scores. Satisfied teams and satisfied clients are a key driver of the PwC Experience. We are able to measure this through our internal quarterly "pulse" surveys (measure engagement) and external client surveys.

45 Kent M. Keith

Author

Kent Keith was born in Brooklyn, New York and raised in Nebraska, California, Virginia, and Rhode Island before arriving in Hawaii in 1962. He graduated as student body president of Roosevelt High School in Honolulu in 1966. He has been an attorney, state government official, high tech park developer, university president, community organizer, and YMCA executive. He earned a B.A. in Government from Harvard University, an M.A. in Philosophy and Politics from Oxford University, a Certificate in Japanese from Waseda University, a J.D. from the University of Hawaii, and an Ed.D. from the University of Southern California. He is a Rhodes Scholar.

Dr Keith is known nationally and internationally as the author of the Paradoxical Commandments, which he wrote and published in 1968 in a booklet for student leaders. His first book, *Anyway: The Paradoxical Commandments* was published by G.P. Putnam's Sons in April 2002, and has become a bestseller in the United States. His narration of *Anyway: The Paradoxical Commandments* won a national "Audie" award from the Audio Publishers Association as the best audiobook of 2003 in the personal development/motivational category. His second book, *Do It Anyway: The Handbook for Finding Personal Meaning and Deep Happiness in a Crazy World*, was published by Inner Ocean Publishing in November 2003.

Dr Keith has been featured on the front page of The New York Times and in People magazine, The Washington Post, The San Francisco Chronicle, and Family Circle. He was interviewed by Katie Couric on NBC's *Today Show* and by Dr Robert H. Schuller on *The Hour of Power*. He has appeared on dozens of TV shows and more than 80 radio programs in the United States, the United Kingdom and Australia.

Dr Keith and his wife Elizabeth have three teenagers. They live in Honolulu.

The 10 Paradoxical Commandments

Source: http://www.kentmkeith.com

- People are illogical, unreasonable, and self-centred
 Love them anyway.
- If you do good, people will accuse you of selfish ulterior motives. **Do good anyway.**

- If you are successful, you will win false friends and true enemies. **Succeed anyway.**
- The good you do today will be forgotten tomorrow.
 Do good anyway.
- Honesty and frankness make you vulnerable.
 Be honest and frank anyway.
- The biggest men and women with the biggest ideas can be shot down by the smallest men and women with the smallest minds. *Think big anyway*.
- People favour underdogs but follow only top dogs.
 Fight for a few underdogs anyway.
- What you spend years building may be destroyed overnight.
 Build anyway.
- People really need help but may attack you if you do help them. Help people anyway.
- Give the world the best you have, and you'll get kicked in the teeth. Give the world the best you have anyway.
- © Copyright Kent M. Keith 1968, renewed 2001

Interview with Dr Kent M Keith

What personal life experiences shaped the creation of the 10 Paradoxical Commandments in the sixties?

The Paradoxical Commandments are based on ideas I learned from my parents, my church, and my own experience. I wanted to create a kind of a "jolt" in the reader by starting with a statement of adversity, and then following it with a positive commandment about loving people, and doing good, and helping people anyway. Some of those statements of adversity

were based on specific experiences I had before I wrote the commandments.

For example, when I was 15 I was accused of selfish ulterior motives when I opposed an issue that was backed by the student leaders at my high school; when I was 18 I was literally run out of town for being honest and frank in a speech to students at a student leadership workshop in the Midwest; and when I was 19 I struggled with the fact that the old man that I was chauffeuring several hours each week was always complaining and verbally attacking me, even though I was helping him. What I learned was that what mattered was not how the world treated me, but how I responded to the way the world treated me. My response could always be a source of meaning to me.

How do you explain the success of the Paradoxical Commandments—they appear to have literally rippled around the world? How and when did you become aware of their popularity? How has your writing them changed your life?

The Paradoxical Commandments spread around the world for 30 years before I knew it was happening. I don't know why they spread, but from asking and listening, I think there may have been four reasons.

First, the Paradoxical Commandments are a call to meaning, and people are hungry for meaning. The Paradoxical Commandments focus on the things that have given people meaning and a richer spiritual life for centuries—loving people, helping people, doing good.

Second, I think that the Paradoxical Commandments have spread because they are so fundamental that they cut across different ideologies, philosophies, and theologies. They are about the things that people have in common, not the doctrines that divide us. They have been used by Protestants, Catholics, Mormons, Jews, Buddhists, Confucianists, Jains, agnostics, and atheists. They seem to easily cross national boundaries. Each month I get between 4,000 and 5,000 visitors on my website, and

they click in from at least 50 different countries. In addition to the United States, Canada, Australia, and the United Kingdom, they click in from Austria, Brazil, Bulgaria, the Czech Republic, France, Ghana, Hong Kong, Iceland, India, Ireland, Israel, Japan, Lebanon, Morocco, Nepal, the Netherlands, New Zealand, the Philippines, Romania, the Russian Federation, Saudi Arabia, Singapore, Sweden, Switzerland, Taiwan, Trinidad and Tobago, Turkey, and dozens more. There is something about the commandments that interests people regardless of their country or culture.

Third, I think that the Paradoxical Commandments have spread because they are short, easy to read, easy to put up on a wall or inside a notebook, and easy to send to a friend or post on a website.

Finally, I think that the Paradoxical Commandments have spread because they aren't questions or issues—they are commandments, written in the imperative voice. They're not wishy-washy. They don't say: Think about the possibility of maybe considering doing something. No—they say "Do it!" And no excuses—"Do it anyway!"

I wasn't aware of the way in which the commandments had travelled until 30 years after I published them. I learned in September 1997 that Mother Teresa had put the Paradoxical Commandments up on the wall of her children's home in Calcutta. That discovery had a huge impact on me. I decided then to start speaking and writing about the Paradoxical Commandments again. Since then I have published two books. The first one, Anyway: The Paradoxical Commandments, became a national bestseller in the United States and was translated into 16 languages. Sharing the Paradoxical Commandments and helping people to find personal meaning is now my lay ministry, life mission, and full-time job.

Are you aware of any examples of how people have practiced any of your Commandments?

My second book, *Do It Anyway: The Handbook for Finding Personal Meaning and Deep Happiness in a Crazy World*, includes stories from 32 different people who are living the Paradoxical Commandments. These are people that I respect and have known for many years. They are typical of the millions of people that I believe are living the Paradoxical Commandments every day, whether they have heard of the commandments or not.

The comment I hear most often is that people use the commandments as a kind of checklist, a quick reminder of how they need to live and who they need to be. For example, people have told me that they look at the Paradoxical Commandments every morning before going to work, to get some focus and perspective before starting their day. People tell me that they have used the commandments to raise their children, or get through a difficult time at work, or set their goals. People have told me that at a time in their lives when they were worn down and filled with despair, they came across the commandments, and the commandments inspired them and helped them to get "unstuck" and move forward with their lives.

In your preface to your book Anyway: The Paradoxical Commandments, you have said "It's best to begin by just admitting that the world is crazy. The world really doesn't make sense." Can you explain this view?

No doubt we would have our own lists of the ways in which the world seems crazy to us. I share my list in my book. My point, however, is that even when the world doesn't make sense, you can make sense. You can do things that are right and good and true, finding meaning and deep happiness as you do.

How do your promote your view that the Paradoxical Commandments can still be followed in today's world which is threatened by terrorism and unprecedented levels of inequity and inhumanity?

First of all, I think it is hard to determine whether terrorism, inequity, and inhumanity are worse today than in the past. Unfortunately, a review of world history gives us plenty of examples of terrorism, inequity, and inhumanity during the past several thousand years in nearly every part of the planet. The Paradoxical Commandments assume that things can be and often are very difficult. Each commandments begins with a statement of adversity. But the point of the Paradoxical Commandments is that, no matter how bad it gets, we should still do the right thing anyway. Doing the right thing gives us a lot of personal meaning, which is a key to being deeply happy. We shouldn't give up that meaning just because times are tough. That's when we need the meaning and deep happiness the most!

What essential findings have you made from your research about what gives people the most meaning in life? What did this research involve?

I have surveyed about 2,500 people ranging in age from 19 to 65, nearly all of them living in Hawaii. I have surveyed university students, community and business leaders, YMCA staff members, and members of my Rotary Club. The survey instrument that I use asks people to rate 27 different potential sources of meaning in their lives. Because my samples are not random samples, I cannot extrapolate to larger populations, but the responses I have gotten have been interesting. Nearly every group has given the highest average rating to "my family." Other highly rated sources of personal meaning include "giving and receiving love," "intimate relationships," "living my values," "doing my personal best," and "a sense of accomplishment."

How have the findings differed from your research about sources of personal meaning at work for organizational leaders?

The survey instrument that I use in surveying organizational leaders about meaning at work has a different set of potential sources of meaning

than the survey I use for the general public regarding meaning in life, so the results are not directly comparable. However, several of the same sources of meaning rise to the top. Organizational leaders give high ratings to such sources of meaning as "always doing my personal best," "supporting my family," "living my values," "a sense of accomplishment," and "always doing what's right." What has been the same for all groups is that they have given low ratings to power, wealth, fame, and winning as sources of meaning, whether it be at work or in life in general.

What advice do you give to professionals on how to find meaning in their workplace and in their lives outside the workplace?

In my presentations I focus on eight sources of meaning at work: (1) the overall impact of your organization; (2) your role or mission within your organization; (3) focusing on your contribution (making a difference); (4) helping your colleagues; (5) pitching in to get the work done; (6) always doing what's right; (7) always doing your best; and (8) being ambitious—for your organization. Outside of work, there are many opportunities to find meaning in one's relationships with family, relatives, friends, neighbors, community organizations, schools, churches and religious associations, service clubs, and hobbies.

Have you helped individuals who are deeply grief stricken to find meaning? How would one do this?

The Paradoxical Commandments have helped people break away from a difficult past. However, I am not aware of any cases that are specifically about grief, and I am not currently working in this area.

What advice would you give to educators and caretakers of children based on your beliefs about life?

The answer to this question is another book—one which I have begun to write! The very short answer is that children and youth need to know that they can find meaning and deep happiness no matter what the world does to them. They can find meaning and deep happiness by facing the worst in

the world with the best in themselves. In the end, what is most important is not how the world treats us, but how we respond to the way the world treats us. And that response is up to us. It's about our inner lives. We get to decide who we are going to be and how we are going to live. We can decide to live our faith, live our values, be close to our family and friends, and do what we know is right and good and true, no matter what. That simple truth should encourage young people—and the rest of us, as well!

Why do you believe in servant leadership? Do you believe in any aspects of other leadership theories?

I see servant leadership as an attitude or philosophy or model, rather than a theory. Basically, servant leaders love people and want to help them. Loving and helping people gives them a lot of meaning and satisfaction in life. Servant leaders don't go around asking, "How can I get power? How can I make people do things?" Servant leaders ask, "What do people need? How can I help them to get it?" The mission of a servant leader is to identify and meet the needs of others. That's why servant leaders are usually facilitators, coordinators, coalition-builders, partners, and healers. They can wield power, but power is only a tool, a means and not an end.

I believe that this approach to leadership is not only ethically superior but also more effective than the power model of leadership. Servant leaders are more effective because they seek to identify and meet needs. They are more likely to find out what really needs to be done, and they are more likely to really do something about it. Leaders who seek power, by contrast, carry a lot of ego baggage, and are easily corrupted by their desire for power. The ego baggage and corruption make it hard to get the right things done.

How do you find personal meaning?

I find meaning the way most people do—being with my wife and family, giving and receiving love, doing my best, living my values, living my faith,

achieving a sense of accomplishment. As for my work, I find personal meaning by helping others to find personal meaning!

How does one live the paradoxical life?

Most people know where the meaning comes from. The challenge is to live that way—to live closely to our sources of personal meaning. The Paradoxical Commandments are there to remind us to do that. The vagaries of the external world are no excuse. We can do what is meaningful anyway.

When you focus on doing what is meaningful, you are less concerned about the "symbols of success" that are promoted so heavily by our commercial culture—power, wealth, fame, and winning. You just pitch in to do what needs to be done. That's where you find the meaning. If you are "successful," you can use your success as a tool in loving and helping others. If you aren't "successful," that's okay. You still have the meaning.

My next book is titled *Jesus Did It Anyway: The Paradoxical Commandments for Christians*. At the Last Supper, when Jesus was praying for his disciples, he described them as being in the world but not of the world. That's a good way to summarize the paradoxical life.

We need to be in the world, fully engaged in loving and helping people, and doing what we know is right and good and true. But we don't have to be of the world—we don't have to get caught up in the rat race, sacrificing what is most meaningful to us in order to achieve the symbols of success.

According to all the people I have surveyed, the symbols of success provide little personal meaning. They're not necessarily bad, they just aren't enough. We need more than that—we need the deep happiness that comes from living closely to our sources of personal meaning. The paradox is that when we choose to do what is meaningful, we may be less "successful" in the eyes of the world, but far happier and a lot more fulfilled as individuals.

46 Sarah Maddison

Co-Author, Gender Audit for the Democratic Audit of Australia

Dr Sarah Maddison lectures in the School of Social Sciences and International Studies at the University of New South Wales. She is co-author of the Gender Audit for the Democratic Audit of Australia (2007) and co-edited the recently published book Silencing Dissent (Allen & Unwin, 2007). Sarah has published widely on subjects including young women in the Australian women's movement, NGOs and democracy, social movements, and Indigenous issues. She has been a long-time media commentator for Women's Electoral Lobby (WEL) and is also a former Policy Officer for the NSW Department for Women.

Interview with Dr Sarah Maddison

In the Report, How well does Australian democracy serve Australian women? it is stated that "achieving gender equality should mean that an individual's rights or opportunities, including those of democratic participation, do not depend on their gender." On the surface this statement appears to negate a critical aspect that it purports to raise the importance of i.e. gender. Could you please explain how can achieving gender equality not depend on a recognition and valuing of gender?

We do not argue in the report that gender equality does not require a recognition and valuing of gender. The quote in your question states that an individual's rights and opportunities in a gender equal society should not depend on their gender. In other words, gender should not be a barrier for the recognition of rights nor the accessing of opportunities. As we state in the introduction to the report this is a challenging task is requires a recognition of both gender equality and gender differences.

What is the basis for your concern with the role of the state in providing for equality between women and men and in exploring the question, "How well does Australian democracy serve Australian women?"

As Suzanne Franzway et al argued in Staking a Claim, the state is pretty unavoidable in women's lives. The state has a role to play in innumerable policy areas – child care, maternity leave, equal pay, domestic violence,

health etc etc. But the state also has a role in facilitating the democratic processes that ensure gender equality. This is true in regard to the four key areas we discuss in the report, namely the legislative framework, the policy machinery, women's representation and the nongovernment sector. As we detail in the report, a government hostile to feminist demands – such as our current federal government – has taken Australia backwards in the pursuit of gender equality.

In the Report, you refer to great strides being made by the Women's Movement in periods when it has been highly visible and mobilized but "that in the inevitable periods of movement abeyance, there have been many missed opportunities." Can you explain which periods you are referring to and what do you see as having caused the periods of inactivity? What are the missed opportunities that you would have liked the Movement to have achieved?

Since the highs of the 1970s the Australian women's movement has become increasingly less visible to the broader community. In part this has been because the movement has become more specialized, working in specific areas such as childcare, women's health etc. In part this is because the movement underwent a period of internal reflection and auto critique, particularly around issues of 'race' and representation. In part this is because the institutionalization of the movement through the femocracy led to a decline in women's organisations outside of the state. How all of these factors operate to create periods of abeyance is poorly understood both in Australia and internationally, and Marian Sawer and I are hoping to do further research on this question over the next few years.

But regardless of the causes, the missed opportunities that result from movement abeyance are manifold! Not least we have seen the almost complete dismantling of the women's policy machinery. We have seen a mass de-funding of feminist non-government organisations. And in specific policy terms we have not progressed on issues like paid maternity leave, pay equity and so on. There is no doubt Australia needs a vocal women's movement again but...

How has your view of the Women's Movement been received by those working and leading the Movement?

I am a part of the women's movement, and the assessment of its poor health is both hard to make and – I'm sure – hard to receive. We have been criticized for being too hard on the funded women's secretariats, but we remain convinced that the funding of these organisations under this model is a part of the problem. I think that facing up to the real state of the Australian women's movement is the only way forward.

What advice do you have for a re-invigoration of the Women's Movement in Australia?

The Australian women's movement needs to get beyond its institutional dependency on the state. We do not need funding or other state support to be vocal and active. We need to start in our communities, with our local members and so on. The only way to rebuild the movement is from the bottom up.

Which Australian political party do you consider will develop the women's policy machinery within government? What observations do you make of our current women leaders in Parliament and their efforts to work towards this aim?

In terms of the two major parties, the ALP has been consistently better for women and for the women's policy machinery. I think the socially conservative base of the Coalition parties makes them decidedly more hostile to feminist goals. Outside of the two major parties the Greens have far and away the most progressive policies for women, including with regard to rebuilding the policy machinery.

We note in the report that having more women in parliament does not necessarily mean that policy and legislation will be more beneficial for women – women parliamentarians are bound to toe the party line rather than show allegiance to other women. That said, there are instances – such as last year's RU486 bill and debate – where gender clearly made a difference because women united across party lines. It would be great to

see this type of action in relation to rebuilding the policy machinery, but I think it's very unlikely.

What would be three changes you would like your efforts in writing this Report to have achieved in the next three years? How optimistic are you of this happening?

- 1. I would like it to be widely known just how far Australia has fallen from being a world leader in the pursuit of gender equality.
- 2. I would like Australian women to use this knowledge to take action and demand more and better from our politicians.
- 3. I would like to see governments at all levels re-commit to rebuilding the women's policy machinery and re-engaging with a wider range of women's non-government organisations.

I am always optimistic! Change will happen – but not because government decide to do the right thing on their own initiative. Change will happen when women demand it.

In terms of researching and writing this Report, can you explain what was involved in developing it, the methodology you employed and the range of experts you consulted with?

The methodology we used in writing the report was based on the work of the Democratic Audit of Australia team in articulating the core values against which democratic health should be assessed. These are:

- popular control over public decision-making;
- political equality in exercising that control;
- the principle of deliberative democracy; and
- the principle of human rights and civil liberties

We used these principles in our assessment of the four key areas in the report, i.e. legislation, policy machinery, representation and NGOs. Rather than expert consultation this assessment required a lot of painstaking data collection, mostly through emails and phone calls to government departments, local government, courts etc.

47 Charles Margerison & Dick McCann

Authors of Team Management Systems

Team Management Systems (TMS) was established in 1985 by Dr Margerison and Dr McCann and is recognized as the foremost integrated system of work-based, research-proven assessments and feedback instruments worldwide.

The TMS approach focuses on identifying and understanding key work elements that prove to be a reliable and valid focus in explaining why some individuals, teams, and organizations perform, work effectively and achieve their objectives, while others fail.

At its core, Team Management Systems offers research proven assessments that reveal critical dynamics to enable the development of high performance in the workplace.

Dr Charles Margerison is a Partner in Team Management Systems, previously Professor of Management at the University of Queensland, Australia, and also at the Cranfield University School of Management, UK. Holding a PhD in Educational Psychology, he is the author and co-author of many leading books and professional articles. His industrial experience includes time as CEO of a publications company and as a consultant to leading corporations.

Dr Dick McCann is a Partner in Team Management Systems, with a background in science, engineering, finance and organizational behaviour. Earlier in his career he spent five years with the BP company in London. Holding a PhD in engineering, he is the author and co-author of many leading books and articles on teamwork. He is currently Managing Director of TMS Australia, and a Director of TMS Development International.

Interview with Charles Margerison & Dick McCann

I understand that for any individual, you can provide them with the following Profiles: Team Management Profile; Linking Leader Profile; Types of Work Profile; Team Performance Profile; The Opportunities-Obstacles Profile; Window on Work Values Profile; Organisational Values Profile; Influencing Skills Profile; Strategic Team Development Profile.

Can you explain what is the model underlying these Profiles and how they are linked?

There are two models that are the basis of the Team Management Profile, the Types of Work Profile, the Team Performance Profile and the Linking Skills Profile. They are the Types of Work Wheel and the Team Management Wheel.

The Types of Work Wheel arose from empirical studies we carried out some years ago, interviewing more than 300 managers and team members to discover what were the essential success factors in a team. Our job analytic approach looked at the activities of team members that made a difference between good and poor performance in their jobs. The data fell naturally into eight work functions eventually described as:

- **Advising** Gathering and reporting information
- Innovating Creating and experimenting with ideas
- Promoting Exploring and presenting opportunities
- Developing Assessing and testing the applicability of new approaches
- Organizing Establishing and implementing ways of making things work
- **Producing** Concluding and delivering outputs
- **Inspecting** Controlling and auditing the working of systems

Maintaining - Upholding and safeguarding standards and processes

Margerison-McCann Types of Work Wheel

The theory of the Types of Work Wheel postulates that differing jobs have different critical functions and these require people of the requisite skills and competencies in order to perform them to a high level. For example, a job analysis of 587 Finance and Accounting positions shows the top three work functions to be Organizing, Producing and Inspecting. Compare this with 310 Design/R&D jobs where the critical work functions are Advising, Innovating and Developing. The critical work functions are those that make the difference between good and poor performance in the job.

The second model is the Team Management Wheel which relates these work functions to individuals' work preferences, giving rise to the concept of role preferences i.e. the roles in a team that people are most likely to enjoy. When people are well matched to the critical functions in terms of preference, they are likely to be happier in their job and perform better.

Margerison-McCann Team Management Wheel

Every jobholder also needs to implement the skills of Linking if they are to be successful in their job. Linking is placed in the centre of the Wheels because it is a process common to all eight work functions. For example, those who have Inspecting as a critical function in their job must do it in a linking way to avoid being labelled an 'interrogator'. Those who have Organizing as a critical function must do it in a linking way to avoid being seen as too pushy or too demanding. 'Linking' comprises six people skills, five task skills and for the team leader, two leadership skills.

The two Values Profiles and the Opportunities/Obstacles Profile complete the picture by defining the Workplace Behaviour Pyramid. This links all the Profiles together by giving an overview of the three levels of workplace behaviour. These three levels give a team leader most of the information required to understand why people behave they way they do. This knowledge is an absolute requirement of effective leadership.

Workplace Behaviour Pyramid

How did you come to identify the eight roles that make up the Team Management Wheel?

- Reporter Adviser
- Creator Innovator
- Explorer Promoter
- Assessor Developer
- Thruster Organizer
- Concluder Producer
- Controller Inspector
- Upholder Maintainer

In speaking with people primarily engaged in the various work functions - Promoting, Organizing, Inspecting, Advising, and so on - we found that those who really enjoyed their work showed common behavioural characteristics. 'Promoting' people, for example, were commonly more outgoing whereas 'Inspecting' people were quieter and more able to focus on the detail. 'Innovating' people were obviously quite creative whereas 'Producing' people were very much practically oriented. This then led us into attempting to find a relationship between the Types of Work Wheel and 'people' characteristics.

We identified four measures that seemed to explain many of the differences in the way that people approached work. These measures are:

- How people prefer to relate with others
- How people prefer to gather and use information

- How people prefer to make decisions
- How people prefer to organize themselves and others.

These four issues are presented below as the RIDO scales (Relationships, Information, Decisions, Organization).

These scales showed a strong relationship to the Types of Work Wheel. Of course the development of the RIDO scales and the two Wheels was an iterative process that took us a few years of research to develop. But eventually the models all slotted together to give us a reliable and valid way of measuring work preferences that related to the critical jobs that need to be performed in teams.

How stringent are the boundaries of these facets? Can there be any overlap between the categories? For example, can an individual possess more than one major and two related areas of work preferences on the Margerison-McCann Team Management Wheel?

The roles on the Team Management Wheel are not 'boxes' into which people are placed. The model is a continuous distribution of probabilities that shows the roles in a team that are more likely to be preferred. On each Team Management Profile report that respondents receive as part of the TMS process, a work preference distribution is given. For example, one such distribution might be:

- Here the major role is that of the Assessor Developer (36%).
- The next two highest percentages then become the two related roles Thruster-Organizer (25%) and Explorer-Promoter (16%).

In this example these three roles account for 80% of the work preferences, so the respondent is very likely to exhibit behaviour at work consistent with these role preferences. 20% of the preference distribution is in the other roles and there might be times when the respondent will enjoy some aspects of such work, so long as it doesn't become a regular occurrence.

Sometimes a flatter distribution appears, indicating that significant work preferences may extend beyond three roles. At other times the work preferences may narrow into just one or two significant roles. We always indicate the major role plus the next two (related roles) - but respondents can examine their preference distribution around the Wheel to gain further insights into their preference for the other work functions.

Major role preference distributions of 2025 CEOs and managing directors showed that 51% of CEOs have work preferences in the Explorer part of the Wheel (Creator-Innovator, Explorer-Promoter and Assessor-Developer sectors) whereas the equivalent figure for Controller part of the Wheel (Concluder-Producer, Controller-Inspector, Upholder-Maintainer) is 20%.

Do we need to encourage people to develop their strengths in those areas where there are not many individuals?

It is perhaps worthwhile comparing this data with another slice from our database sample. If we look at 13500 people working in the functional area of Production/ Construction/ Control, the percentages are 28% in the Explorer part of the Wheel and 41% in the Controller part of the Wheel - almost the direct opposite of the CEO data. What this shows is that, on average, CEOs tend to have work preferences associated with looking towards the future, focusing on innovation, and developing ideas so that they can be successfully implemented. Usually though, they will have people on their team with different work preferences - those who will enjoy looking after the Producing and Inspecting activities. This highlights the importance of having a balance in a high-performing team. The most successful teams are those that match people to the job, aiming for a high level of workplace engagement.

For Production teams the role of the team leader is often different. Here the demands of the job tend to focus on efficiency, quality, and deadlines - delivering products and services on a regular basis. So we tend to find more people in this functional area with preferences in the southern or

Controlling part of the Wheel - most commonly those with Concluder-Producer preferences.

Do people's work preferences change throughout their career/life?

Work Preferences do vary throughout an individual's career. We have done many longitudinal studies to examine the nature of the changes. It's not a surprise that people's preferences change - after all life is a journey. We all have the opportunity to change our behaviour and even our beliefs as we learn from experience - the choice is ours. Some people 'grow' as they move through life, others stay the same - even sometimes repeating unsuccessful patterns of behaviour over and over again./P>

Over short periods of time (< 1-2 years) role preferences will be relatively stable. One study carried out with a group of managers showed that, over a six-month period, 96% of respondents had no more than one work preference change (on the RIDO scales). On the Team Management Wheel this resulted in either no change to the major role or a move to an adjacent sector.

Over longer periods (5+ years) many people we have assessed show no change, but others do show some movement with time. Usually this movement occurs with younger managers or those who have made a conscious decision to 'develop' themselves. Any preference journey is possible provided people have the will to change. Most commonly, preference journeys are influenced by organizational culture and the types of management development opportunities that are available.

One common career journeys is that of the 'line manager'.

Line Manager Career Journey

Many young professionals - particularly engineers and accountants - start work with preferences for introversion, practical information gathering, analytical decision making and structured organization (IPAS). This maps them firmly into the Concluder-Producer sector of the Wheel. They work

in this sector very effectively for several years, concentrating on their technical work and supervising small teams.

Over a period of years their introverted approach at work will often move towards the extroversion side of the E-I continuum as they learn through experience and management development to become more outgoing. This starts them on a journey into the Thruster-Organizer sector (EPAS) where they may, for example, be effective as project managers, making things happen on time and to budget.

Such people may stay in this sector for several years, but some continue their journey onwards. Again through management development, 'mentoring', coaching, experience, or even their own desire, many managers move their preference on the information-gathering measure. They are encouraged to take a more 'helicopter' view of the workplace and look towards 'what might be' rather than 'what is'. This causes them to move from the practical side of the continuum to the creative side. As a result they move further anticlockwise on the Wheel into the Assessor-Developer sector, poised between the Exploring and Organizing parts of the Wheel.

Are there any particular areas on the Wheel that are more advantageous or disadvantageous to the functioning of a team than any other?

No. In a well-balanced team all of the role preferences make a significant contribution to the work of a team. Consider, for example, a typical team project:

- When a new project is undertaken, a starting point is often the Advising function, where data are gathered by referring to what others have done, by reading, talking to key people, and accessing databases available through intranet and internet facilities. This information then sets the scene for the project.
- Next the focus probably moves to the Innovating function where we try to fully understand the 'state-of-the-art' associated with the

project and look to incorporating new ideas that will give the project a competitive advantage. Many new concepts can increase productivity by reducing costs or by increasing customer service.

Probably simultaneously with Advising and Innovating, the project team needs to focus on Promoting. Key stakeholders need to be influenced, particularly those in senior positions within the organization who have the power to make or break the project. Early influencing of these key people is a prerequisite for success.

When we have a good idea of the form the project might take and we have the support of key stakeholders, we can move to the Developing phase. Here ideas need to be turned into reality. This often means taking hard decisions to ensure that the project meets the needs of key clients and customers and fits within the commercial constraints of the organization. Impractical ideas need to be weeded out so that there is a high chance of success.

The next function to focus on is Organizing. Here we need to assign responsibilities to team members, establish clear goals and reporting mechanisms and ensure that everyone knows what they have to do, how, and by when.

The Producing function is all about delivering the product or service. Very often a systematic approach is required to ensure delivery on time and to budget. The most effective projects usually have a production plan that is constantly monitored and updated to ensure that outputs are delivered to the right quality.

Inspecting is an umbrella work function that covers many parts of project work. It means focusing strongly on budgets and financial auditing so that costs are controlled and revenue collected. But it also covers areas such as legal contracts, safety, security and quality issues. Successful projects often have a long checklist to ensure that all aspects of Inspecting are covered.

Maintaining is a very important support activity on all projects. Key work processes need to be set up and maintained so that the team is working to agreed standards. Issues such as project ground rules and ethics often form the basis of successful implementation.

And of course there is Linking, which ensures that all the multitude of activities that make a project successful are coordinated and integrated. All team members have a duty in project work to take responsibility to keep others informed about what is going on. This usually covers linking tasks, as well as linking people together to achieve those tasks.

So all areas of the Team Management Wheel are important to teamwork. Problems can occur, though, when there is an imbalance in the team in terms of role preferences. If for example, a team was composed of all Thruster-Organizers they would love the part of the project that dealt with action and results - but what about the Advising and Innovating stages? Unless they were aware of their positions on the Wheel they may gloss over these stages and quickly move things onto the areas they enjoy most. A well-balanced team will be aware of this and make sure that it doesn't happen.

The worldwide gender sample (135,915 respondents) for the Team Management Wheel shows the following percentage distribution:

Profile	Male	Female
Reporter-Adviser	2	4
Creator-Innovator	10	9
Explorer-Promoter	11	10
Assessor-Developer	18	16
Thruster-Organizer	26	26
Concluder-Producer	23	25
Controller-Inspector	8	8

Upholder-Maintainer 2 2

There does not seem to be much variation between males and females and there appears to be more Thruster-Organizers and Concluder-Producers. What conclusions do you draw in relation to the Profiles that are in the lower percentages? How do your findings reflect on the theories that discuss that males and females are socialized differently and therefore undertake different organizational tasks in particular ways?

Roles preferences are determined by people's responses to the four RIDO scales:

- How they relate to others extroverted vs. introverted
- How they gather information practical vs. creative
- How they make decisions analytical vs. beliefs
- How they organize themselves and others structured vs. flexible

These four measures apply equally to men and women and the data show little difference between genders. The only significant difference is that women are slightly more Beliefs oriented in their decision-making, compared with men who are slightly more analytical. This has shown up mainly in the Reporter-Adviser sector.

Within a particular sector on the Team Management Wheel the tasks associated with that role may be executed differently by men and women, depending upon socialization pressures - but the 'preference' to execute particular functions will be independent of gender.

It is also interesting to look at some research we did on the preference difference between the work and non-work situation. A sample of 282 people were asked to describe their preferences for one pole on each of the four work preference constructs (Extrovert - Introvert, Practical-Creative, Analytical-Beliefs, and Structured-Flexible), both at work and outside of work.

Of particular interest were the Analytical-Beliefs and Structured-Flexible scales which showed the greatest change for those moving from one pole to the other (e.g. B to A). 32% of those who were Beliefs-Oriented in the non-work situation actually moved to having an Analytical preference at work, compared with the opposite move where less than 1% of those who were Analytical outside work changed to become Beliefs-Oriented at work.

17% of those who were Flexible in the non-work situation changed to become Structured at work compared with the opposite move where less than 3% of those who were Structured outside work became Flexible at work.

These results help explain why most of the norm data for the A-B and S-F scales show a skew towards Analytical and Structured work preferences, and hence towards Thruster-Organizer and Concluder- Producer. Some organizations place constraints on the accepted behaviour at work and many people learn to adapt their work preferences to fit in with the organizational culture. The results of the work/non-work study actually show a skew in the opposite direction (towards Beliefs and Flexible) when we consider just non-work preferences.

In this study significant differences were also found between men and women on the A-B scale. 38% of women revert to Beliefs-Oriented preferences outside of work compared with 22% for men. This may reflect the need for women to 'play' different roles in order to meet the challenges placed on them in the two substantially different environments.

The worldwide gender sample quoted above is a business sample, mainly of those in a first line supervisor role or above. It is not surprising that the Thruster-Organizer and Concluder-Producer roles dominate as most business have more employees in the area of Organizing and Producing compared with those in the Innovating and Promoting areas. So given that there is a strong relationship between the critical function of a job

and the role preferences of those doing it, we would expect these two role preferences to dominate when looking at organizations as a whole.

This can be confirmed when we look just at Professions breakdowns within organizations. Psychologists, for example, have only 12% and 9% in the Thruster-Organizer and Concluder-Producer roles respectively, with the highest percentage (27%) in the Creator Innovator area. Teachers, for example, have 10% in the Reporter-Adviser area, compared with a much lower percentage in the worldwide sample.

The Linking Leader Profile focuses on motivation and strategy? Why does this Profile not include other leadership traits traditionally associated with leadership such as vision development?

The Linking Leader Profile is a multi-rater Profile that measures the gap between what a leader 'should' be doing and what she is 'actually doing', in the eyes of key stakeholders such as team members, peers and senior management.

There are actually 13 key area measures that cover six People Linking Skills, five Task Linking Skills and two special Leadership Linking Skills. All 13 skills define the Linking Leader.

The area of 'Motivation' does include vision development. Effective team leaders articulate a compelling vision of the team's future. If people are to give of their best they need to have a clear picture of what lies ahead. In addition they need to be persuaded that this vision is worth following and it is here that the Linking Leader has a real chance to motivate the team. Along with the vision there needs to be a set of clear goals that act as beacons to follow. A leader who focuses unwaveringly on these goals will inspire team members to give of their best. Linking Leaders make people feel optimistic about the future and will take a stand on controversial issues affecting the team.

In the Strategy area a Linking Leader must be a strategic thinker, capable of examining assumptions to discover potential weaknesses and keeping

all elements of complex issues in focus. They are able to think ahead and see problems before they arise; they know where the team should be going and how to get there. The Linking Leader Profile Questionnaire measures all these characteristics.

How is the Margerison-McCann Team Management Wheel used for leadership development?

Most of our accredited network members use the Team Management Profile for leadership and team development. The starting point is the 4000-word personal report which focuses on work preferences, leadership strengths, interpersonal skills, decision-making and team-building. It highlights the strengths of the identified major role preference and allows the respondent to reflect on their influencing skills. Communicating with people on the opposite side of the Team Management Wheel can be difficult unless the respondent understands the different 'models of reality' that people have. The Team Management Profile gives them a model and a language to use to improve communication and develop their leadership skills.

The next step is for leaders to look at the balance of role preferences in their team. Often gaps in team performance relate to the imbalance in role preferences. With the Team Management Profile the leader can diagnose problems in their team and move to developing remedies.

In leadership coaching we also recommend using the Opportunities-Obstacles Profile which gives personal feedback on MTG Energy, Multipathway Generation, Optimism, Fault-Finding and Time Focus - all key aspects that feature in the day-to-day activities of most leaders.

There are many other applications of TMS technology that form part of leadership development programs. One such application centres around the ideas of happiness, contentment, and productivity. Happy employees increase staff retention rates, thereby reducing the need for recruitment. As anyone running a business knows, the cost of replacing an excellent

employee far outweighs the cost of increasing their workplace satisfaction.

Happiness at work is a direct function of three major factors: engagement of work preferences, an adaptive approach to risk, and alignment of organizational and personal work values.

Linking Skills assessment often features in our leadership development program. Here leaders rate themselves against the 13 key linking skills and compare their self-assessment with those from colleagues, team members and senior managers. This multi-rater feedback gives valuable information to develop action plans for leadership development.

Do you accept that individuals may possess other qualities that remain unidentified by the Team Management Wheel?

Work preferences are dimensions of individual differences in tendencies to show consistent patterns of relationships, thoughts, feelings and actions in the workplace. Preferences determine the conditions we set up to allow our mental and psychic processes to flow freely. They guide our behaviour, but if we have to work outside them at various times then we can usually cope.

However there are two other important 'people' characteristics that impact greatly on workplace behaviour. We have grouped the three main characteristics into the Workplace Behavior Pyramid mentioned earlier.

The middle layer of the Pyramid addresses the way people approach risk. The behaviours associated with this operate at the middle level of the human psyche. All through our life we are faced with opportunities and obstacles; they crop up in every project we undertake no matter how much forward planning is undertaken. What determines peoples' risk profiles is the different emphasis they place on either 'seeing the opportunities' or 'seeing the obstacles'. Some people treat obstacles as an opportunity to take a new direction whereas others use them as an excuse to give up. Some people treat obstacles as a stumbling block but for others they are

stepping-stones to the future. These characteristics are measured by our Risk-Orientation model and the data fed back in the Opportunities-Obstacles Profile.

At the base of the pyramid are 'values'. These are fundamental concepts or beliefs which people use to guide their behaviour in the workplace. Values will drive our decision-making and cause us to summon up energy to preserve what we believe in. They go beyond specific situations and determine how we view people, behaviour and events. Often major sources of conflict and disillusionment are due to mismatched values. Whereas we are often willing to work on tasks that we dislike, we are much less likely to compromise when our values are under threat.

Whereas preferences tend to be enduring dispositions that vary in frequency and intensity, values are enduring goals or motivational concerns that vary in importance as guiding principles. Values are inherently desirable to someone holding them whereas preferences are more neutral. We measure personal values by the Window on Work Values Profile and relate them to organizational values as measured by the Organizational Values Profile.

Together preferences, approach to risk and values give leaders valuable tools to understand why people do the things that they do. Once we understand people we can move to harness their potential for the benefit of the organization and their own career.

In terms of the reliability and validity of the Team Management Systems tools, can you site the most current research that upholds your work for all of the Team Management Systems Profiles.

All of our Profiles are well researched. Our in-house research institute has been going now for 17 years. Edition 3 of our Research Manual is available to those interested. Independently the British Psychological Society has evaluated our five main Profiles and reports on these are available from

their web site (www.psychtesting.org.uk/test-registration-and-test-reviews).

In your consultancy, do you find that organizations request that you conduct all of the above Profiles for their staff or do they choose particular ones? Which Profile is most sought after? Have you come to instinctively know which Role Preference individuals have upon your spending time with them?

The nine TMS Profiles are designed to cover just about any area of personal and team development. If an intervention around values is required then obviously the personal Window on Work Values Profile or the multi-rater Organizational Values Profile tends to be used. If a client is after a team assessment as the basis for improving performance then either the Team Development Profile or the Strategic Team Development Profile will be used.

The personal Team Management Profile is the most popular Profile. It is also the first one we developed. It gives respondents personal feedback on the way they prefer to work, covering areas of interpersonal skills, decision-making, leadership and team-building. People like this Profile because it explains some of the difficulties they have in working with others; the Profile gives them tips and hints about how to improve relationships at work. It also reinforces the need for balanced teams where the critical demands of each person's job should overlap with their work preferences.

Some of the components of work preferences are easier to recognize than others. For example, people who are extroverted and like to work with ideas by talking things through will show some preference towards the Explorer-Promoter role. Those who are more introverted and practical may well prefer the Concluder-Producer or Controller-Inspector roles. However the actual distribution of someone's work preferences around the Team Management Wheel will depend on the interplay between the four key scales, and the only way to determine this is by administering the Team Management Profile Questionnaire.

What are your thoughts on women encountering glass ceilings in organizational contexts where the male leader is the norm and attitudes supporting masculine work structures prevail?

This has been a major problem for women for some time now, but thankfully attitudes are changing. We often use the Window on Work Values model to stimulate discussion and hopefully help initiate organizational changes.

McCann Window on Work Values

Many organizations operate under the value types of Authority, Compliance and Conformity. Here there is a strong culture of tradition, respect for hierarchy, stability, power, control, and order. They have been successful in the past and the way to the future (in their eyes) is 'steady as she goes'. In organizations like these glass ceilings are all too common.

The other side of the Window on Work Values identifies a different set of value types that many organizations are now fostering. Here the emphasis is on Empowerment and Equality. Have a look at the values that comprise these two value types.

- Loyalty
- Fairness
- Truth
- Group Work
- Harmony
- Trust Team Success
- Shared rewards
- Consensus
- Confidentiality
- Integrity
- Forgiveness Equal of Opportunity
- Tolerance
- Diversity
- Honesty

- Support
- Cooperation

Organisations that focus on these values usually have no glass ceilings. Women who hold personal values that align with these two value types do well in such organizations, where there are very few obstacles to attaining the highest levels of leadership.

When you both developed Team Management Systems, how did you protect this intellectual property and what were some of the steps that you both took to make your concept into a marketable product?

The first thing we did was to register the Margerison-McCann logo and the Team Management Wheel as trademarks. This then enabled us to protect the mark of the Team Management Wheel, which gave us a brand that is now recognized internationally.

Obviously all of our material is copyrighted and much of it is generally available in publications. However the core 'product' that makes our work 'come alive' are the personal Profiles that participants receive when they attend one of the many workshops run by our international network of more than 10,000 members. The software that generates these Profiles is encrypted to a high standard and use of it is restricted to those who become TMS accredited network members.

When we started off in 1985, all workshops were run by one of the authors - sometimes two in tandem. This enabled us to control quality and develop a reputation. The product really spoke for itself and spread mainly by word-of-mouth. Today, we are truly global with the Team Management Profile in eleven European languages, two South American languages and we have just finished a Japanese translation which is about to be launched.

We also put a lot of effort into making our product visual and one that used well known business terms, rather than psychological ones - albeit that all our work has rigorous psychometric underpinnings.

A lot of time was spent agonizing over the colours to use for our two Wheels. We wanted them to represent the characteristics of the various sectors. For example, the Reporter-Adviser sector was coloured 'fresh green' to represent a focus on new idea and information. Green is the colour of new growth in plants: it indicates the beginning of life, the freshness of new information.

The Explorer-Promoter sector was given a bright yellow colour. The yellow sun gives life to the earth and nourishes life in general. How much better we feel on a bright sunny day - it encourages us to go exploring.

The Thruster-Organizer sector was assigned 'warm red'. Red is the colour of action, warmth, and emotions. The Organizing sector is where the action takes place and heat is generated from movement, hence the warm-red colour was chosen.

The Controller-Inspector sector is 'deep blue'. After the activity comes the cooling off period. Blue is the colour of cool, clear thinking which represents the control and detail of the Wheels, the period for reflection and checking that all the outcomes have been met. Deep blue is also the colour of the depths of the ocean.

When sunlight is passed through a prism, the white light disperses into the colours of the spectrum: from red through orange, yellow, green and blue to violet. This physics theory was adapted to the Team Management Wheel, where the colours of the Wheel meet in the white linking centre. The team roles complement one another and together make a 'whole' team. Working and linking well together unites the colours into white light.

For more information on the TMS see: www.TeamManagementSystems.com

48 Ingrid Masi

Breast Cancer Survivor

Ingrid Masi is an acupuncturist living on the south coast of Australia in the town of Kiama. She is married, with a daughter and twin boys and is currently taking recuperation leave after treatment for breast cancer which was diagnosed in June 2011. She subsequently had a mastectomy, chemotherapy and radiation and shares her experience with her approach in the following interview. She also maintained a blog through her experience. Ingrid has a Bachelor of Economics from ANU and a Bachelor of Health Science from UTS.

Interview with Ingrid Masi

What has been the strategy that you found most effective in getting you through your recent medical adversity?

After overcoming the initial reaction to my diagnosis, my mission was to achieve the best outcome – for my body, mind and spirit. I had witnessed family and friends going through treatment for cancer and wanted to mitigate side effects without compromising the efficacy. I was already a practising acupuncturist with a degree in Health Sciences and so with some research and consultation was able to come up with my own plan of nutrition, meditation, emotional work and gentle exercises - none of which would compromise any other treatment I was receiving. Once I had decided what I would do, I worked out a fairly strict routine to follow which would distract me from dwelling on the fears and stresses that arise during the process of treatment.

How did you come to choose that course of action and mindset?

I chose this course of action because I know from working with patients for several years that when used appropriately - they work! There is also enough credible research that substantiates the efficacy of these treatments such as acupuncture for hot flushes caused by hormone suppressing medications, and meditation for anxiety. I have also been through a major health crisis before – at age 25 I was diagnosed with heart

failure, caused by a virus. I was looking at a heart transplant and decided at that time that I needed another approach as I did not want that outcome. That was when I first started to investigate other methods of healing and was able to combine the best of what medical treatment could offer with other complementary therapies and approaches. The result was no heart transplant, greatly improved health and a new direction in life. I knew from that experience that I could do the same again.

What do you believe have been some of the outcomes that were a direct result of adopting this course?

As a result of adopting a combined approach, I was able firstly to keep my mind stable, at a very tumultuous time. I also had sufficient energy to run a household with three children during treatment and managed to maintain most normal activities. My husband was enormously supportive of my approach as he could see the benefits for myself and the family. It allowed him also to continue working and so there was an economic benefit as well as a well-being benefit. I also felt as though I was doing the very best I could to achieve a good outcome for everyone involved.

What are some core beliefs that supported your positive outlook during your experience?

My core belief is that all illness brings light to us by forcing us to examine those parts of our life that may need an overhaul. I used my treatment time to really connect with what I needed to change in my life which included any beliefs that I needed to change or grievances I needed to drop. By doing this I feel freed from a lot of my previous patterns which caused anxiety and stress. I am certainly now more appreciative of life and thus optimistic about each day and the opportunities each moment can bring.

What would you advocate for other women who are facing a similar experience in their lives?

For other women who are facing a similar experience I would firstly suggest to connect to their inner voice on a daily basis - through mediation, prayer, visualisation, walks in nature – whatever works. Follow your own guidance, but also listen to those that have experience in what you are going through. Also do not be fearful of running your plans past your doctors. They are generally extremely supportive of anything that will help as long as it does not compromise treatment. I would also suggest some form of professional guidance as far as your emotional state goes, as it is tough to leave this all to friends and family or worse still, not tell anyone. Do not be afraid of your darkest emotions and fears - let them be heard and then move on. Learn to accept help when you need it, or even when you don't! People really will surprise you and want to help in many ways. See your body as a tool for learning and love and appreciate your body for the experience and growth it is bringing. Finally, although it may be hard to see, there is wisdom in your experience and it is serving a higher purpose. Hold that thought close and remember to cherish the wonders of life.

49 Fiona McKintosh

Fiona McIntosh grew up in the Queanbeyan/Canberra area. She has worked in the ACT Government for nine years in ACTEW, ACT Housing and the ACT Department of Education and Community Services. She has worked part time for three years as an adult educator in office computing with the Brain Gym. She completed a Bachelor of Arts from Canberra University (2000) with majors in business, management and communication.

Fiona currently works as a Senior Policy Officer with Youth and Community Services, which is the main purchasing area of community services in the ACT. She is currently on secondment with the ACT Council of Social Services to work on a needs analysis of homelessness in the ACT.

Interview with Fiona McIntosh

Do you think that there is an invisible barrier preventing women from reaching the highest level in your profession regardless of their accomplishments and merits?

Yes. For me, the highest level of achievement is to make a valuable contribution to the community, regardless of position or pay level. I believe the measure of a successful community is how it treats its weakest and most vulnerable members.

Why do you think this exists in your profession?

While departments have increased accessibility and industrial democracy in the workforce, I believe many still tend to overemphasise people's limitations and miss opportunities to engage others in a meaningful way. I have observed times when limitations are perceived about women and men who:

- Don't have a degree
- Return to the workforce after a period of child rearing
- Combine part time work and parenting
- Have a disability or mental health issue
- Speak with an accent other than well pronounced English (including diverse cultural accents and blue-collar accents)

Is this barrier in your profession penetrable? How can the barrier be dismantled in your profession?

Yes. I believe if you put your heart and soul into your work, the rest will come. This needs a stockpile of patience and tenacity (which we all run out of from time to time). We can provide meaningful work opportunities by talking frankly about real problems, seeking and REALLY listening to suggestions from people (especially those affected most) and finding creative solutions together.

Do you consider yourself to have broken through the Glass ceiling in your profession? If yes, how have you done this?

No. While I, and those I work with, value my work, I don't believe anyone breaks through the glass ceiling permanently. I believe each problem has a glass ceiling. I have been fortunate to work with and learn from people who care for vulnerable people in the community. I am inspired by their humility, compassion and belief in others.

In general, what do you see as the underlying cause that must be addressed to shatter the glass ceiling in corporate and public Australia?

I believe the glass ceiling exists in response to increasing internal and external pressures for organisations and individuals to be the best - not mediocre or weak. I believe many organisational cultures discourage groups and individuals to look for and admit mistakes and learn from them (ie be human). I believe solutions lie in a commitment to humility and creativity.

50 Bernadette McMenamin

Chief Executive Officer, Child Wise

UNICEF reported that in 2005, six million children were trafficked.

Child Wise is the Australian member of ECPAT International, a global network working in 77 countries aiming to prevent sexual exploitation of children. Bernadette McMenamin AO is the Chief Executive Officer of Child Wise Limited, based in Melbourne. Australia.

Bernadette has a Masters in International Social Work and is highly regarded in Australia and overseas as a successful advocate and innovator in the prevention of child sexual abuse. She has devoted 22 years of her life to the issue. In 1992 Bernadette became a founding member of ECPAT International in Thailand - a global campaign against child sexual exploitation. The campaign now exists in over 70 countries. In 1993 Bernadette returned to Australia and established ECPAT in Australia (now known as Child Wise Limited). As the National Director of Child Wise. Bernadette has been responsible for developing innovative child abuse prevention programs, managing extensive and multifaceted education and training programs and advocacy campaigns against global child sexual abuse and exploitation. She has also been responsible for many "firsts"; including successful advocacy campaigns which have led to significant political, legal and social changes. Of particular note is the enactment of the Child Sex Tourism law in 1994 to make sex with children overseas a prosecutable offence in Australia. Bernadette is a qualified trainer and has developed numerous child abuse prevention training programs that have been delivered successfully in Australia and overseas. She has conducted thousands of workshops and has trained extensively internationally including: Thailand, the Philippines, Cambodia, Indonesia, Japan, Fiji, PNG, New Zealand, Switzerland and the United Kingdom. Under Bernadette's leadership Child Wise's work is considered groundbreaking, both nationally and internationally, and for these efforts Child Wise/ECPAT has been recognised with multiple human rights awards. In recognition of her contribution to the protection of children from sexual exploitation, Bernadette won the 2004 Victorian nomination for Australian of the Year and was awarded the Order of Australia (AO) in June 2004.

Interview with Bernadette McMenamin AO

Why did you become interested in establishing a global campaign against child exploitation?

Since childhood I had always stood up against what I saw was injustice. This led me to study politics and sociology and then later become a social worker so I could work to change the world. Big ideas but this is what I wanted to do. For over ten years I worked as a social worker on a large very underprivileged housing estate in inner city Melbourne and during that time learned so much about lobbying governments and advocating for change. I also travelled regularly to Asia which I fell in love with. In my visits to Thailand I was confronted with the sexual exploitation of children and women by foreign sex tourists. I was appalled by this and looked for a way I could work to change this situation. When I returned to Australia I looked for jobs overseas where I could work to prevent the sexual exploitation of children. This was difficult but fate supported me and gave me a volunteer position working to establish an international campaign in Bangkok called ECPAT (End child prostitution, pornography, and trafficking). I became one of the founding members of the international campaign in end child prostitution in 1992. Now the ECPAT campaign is established in over 70 countries. However after one year of working in Bangkok I felt I could do more for the campaign by returning to Australia and establishing an ECPAT campaign in Australia which I did in 1993. From then ECPAT Australia has become Child Wise a growing charity working in 15 countries in Asia and Pacific on a wide range of programs to prevent and protect children from sexual exploitation both commercial (prostitution, child sex tourism, trafficking and pornography and other forms of sexual abuse). Child Wise (ECPAT In Australia) was responsible for lobbying the Australian Government to enact the extra territorial child sex tourism law and the sex trafficking law and has been responsible for many innovative child abuse prevention programs delivered around the world.

What were the steps that you took to make your vision a reality?

Determination to stop the sexual exploitation of women and children was the main motivator for me to help establish the global campaign and a belief that we could actually change the situation. The practical steps were having a background in social work and social advocacy and looking for opportunities overseas to work in this field. When I began to seek employment through overseas aid agencies this issue was not on their agenda so I had to create my own opportunities. If I could not get paid work I was happy to work as a volunteer which I did and this was a very empowering but very humbling experience. When I returned to Australia to establish Child Wise the practical steps included raising awareness of the problem through the media, writing to politicians to advocate for law reform and attention to this issue, encouraging individuals and agencies to form a campaign, establishing a legal entity and forming a board of directors, fund raising and telling everyone who would listen about the problem of children being sexually exploited. I did not receive any salary for the first three years of ECPAT so I relied on waitressing at night as well as working 7 days to make this vision a reality. Now we have 8 full time staff who are all paid as well as a team of volunteers.

How did you financially support yourself whilst taking on so many responsibilities on a voluntary basis?

In Thailand I lived on local wages which was quite challenging because I could not afford things I and come to enjoy and take for granted. When I was establishing Child Wise (ECPAT In Australia) I financed myself and worked at night waitressing for close to 3 years before I received a salary. The for many years I only received a part time salary for full time work. I raised funds through mainly the international development agencies, individual donations and some government funds.

What difficulties did you encounter then and continue to encounter in your aims?

Initially the main challenge was getting people to listen to these horrible stories; that children were being exploited in prostitution, pornography and being trafficked and traded around the world. It was even harder for people to hear that Australians were exploiting poor and vulnerable children around the world. This took a few years before people wanted to listen. However the most challenging area is not having enough funds and resources to do all the work that we need to do and to meet the demand for our services. Child Wise receives no ongoing, core funding so every year we have to hope, pray but most importantly fund raise to ensure that we can deliver our services. As a small organisation it is hard to compete in fundraising with the very large agencies who can run mass media campaigns and hire people to tele-market for donations. Having said that we have been very fortunate to have kind and generous donors that have helped Child Wise enormously.

What do you perceive as being the best methods for lobbying government and non-government groups?

Most definitely the best method is effective use of the media. The government listens to the media but we have always had to be careful to ensure that we do not burn bridges with the government by the media being overly destructive. We also had to be careful not to be used by the media. So by far the most effective strategy has been to develop close relations with credible journalists that believe in you and will continue to expose this problem. Child Wise has always been solution focussed so we do not only expose the problem, but we also highlight the solutions. Another useful strategy has been to work closely with politicians of all parties and to write to them, meet with them, send them your newsletters, and generally seek support from them. Always involve politicians. I always believed and still do that I can bring about change and continue to be optimistic about change. If you really believe in your cause

others will to. Making the stories of these children to people made it real to them and that there were things that they could do to make a difference. No problem was too large to tackle.

In your estimation, what is the situation regarding the exploitation of children and women worldwide?

There are millions of women and children sexually exploited around the world. This could either be commercial (child sex tourism, prostitution, trafficking, pornography or non-commercial in their own communities and families). It is impossible to measure but in Asia alone it the trade in women and children is estimated at one million per year.

Are cases of child sex within Australia increasing? To what do you attribute this increase?

With more exposure of child sexual abuse there is more reporting and while this seems that there is more child sexual abuse in Australia there is probably not. It is estimated that one in 3 females and one in 5-7 males will experience some form of sexual abuse in their child hood and the vast majority of these children will never tell. It is the most hidden of all crimes. however these days more children are speaking up and more professionals working with children are identifying indicators of abuse and reporting these to authorities. However I believe that other forms of child sexual abuse is increasing such as children in prostitution and children exploited in pornography as well as the online sexual exploitation of children is increasing in Australia. In 1998 Child Wise conducted a national survey and found (anecdotally that there were close to 4000 cases of young people (under 18) engaging in opportunistic prostitution).

How do you regard the international and national efforts to eliminate the exploitation of children and women in the developing countries?

I believe we are just beginning. In ten years however we have come a long way. In 1992 when I went to help establish the global ECPAT campaign most people had no idea of the issue of child prostitution and child

trafficking. However the world knows now through our efforts. In those days there were no local child protection laws in most developing countries to protect children from sexual abuse and exploitation. In 2005 there are laws in most developing countries to protect children. In those days there were no extra territorial laws to prosecute child sex tourists in their own countries but now 45+ counties have these legal provisions to prosecute their nationals for abusing children in other countries. In those days there were no preventative programs at a local level to help prevent sexual abuse, child prostitution and child trafficking. Now there are many programs at national and at local levels. In those days there were no arrests of child sex tourists and child traffickers. Now there have been multiple arrests around the world of these offenders. Yes there have been many, many changes to make the world a safer place for children but we have so much further to go. The global problem continues to grows and while governments have committed themselves to protecting children there have not committed enough resources to eliminating this problem especially addressing the root causes of the problem: poverty, lack of access to education and employment and the negative impacts of globalisation. The work has begun but we will be fighting this problem for many years to come and this involves keeping up the pressure on governments around the world to resource this issue properly.

What would you like to see being done on a global and national scale to address critical issues relating to the abuse of women and children?

Definitely more resources need to be allocated to addressing the root causes of the problem which renders children and women and children vulnerable to sexual exploitation. Governments need to work together to tackle this international crime and allocate more resources to global law enforcement. More resources and allocation of resources in the right places not just thrown at knee jerk reactions or preventative measures that simply do not work. We need to have a local and global approach which is holistic and not only focus on laws and law enforcement but an

approach that builds both the economic and preventative capacity of communities to protect their children.

Can you describe some of your more innovative child abuse prevention programs and advocacy campaigns against global child sexual abuse and exploitation?

Lobbying for the enactment of laws such as the Australian child sex tourism law and the sex slavery law as well as tighter immigration regulations for unaccompanied minors. Lobbying for child friendly legal procedures for child witnesses in child sex tourism cases. Lobbying for a specialised Australian Federal Police team to enforce both the child sex tourism law and the sex slavery law. Lobbying for a police hotline for people to report child sex tourism crimes.

National education campaigns to prevent child sex tourism including Travel with Care and Don't Let Child Abuse Travel which encourages Australian travellers to report child sex tourism where ever they travel. This campaign also has mobilised the tourism industry to support initiatives to prevent the sexual exploitation of children in tourism.

Encouraging the Australian Government to establish a hotline to report child pornography and a national education campaign on safe use of the Internet.

Other programs include:

- Child Wise Tourism working in 9 SE Asian countries to prevent child sex tourism. This program has been recognised as a model of international best practice. (there are more details of this program on our website).
- Choose With Care- a capacity building, advisory and training program to build child safe organisations which helps deter and reduce opportunities of child sex offenders gaining access to children through child and youth focussed organisations both in Australia and overseas.
- Ground breaking research on children involved in prostitution in Australia including Speaking for Themselves (1998) and Speaking for Themselves (2004)

- Training hotels in Bali in child protection.
- Training social workers, doctors, nurses, teachers, and other
 professionals and volunteers who work with children on how to counsel
 and treat children who have been traumatised by sexual abuse and
 exploitation.

Can you discuss what was involved in your achievement to secure the enactment of the Child Sex Tourism law in 1994 which makes sex with children overseas a prosecutable offence in Australia?

Over 14 months I worked closely with trusted journalists to keep this issue in the media and these stories constantly called for the introduction of the child sex tourism law. I pointed to other countries who were doing this (even though Australia was one for the first countries) and encouraged individuals to write letters to politicians calling for the law. I spent much time meeting with many Ministers and politicians and just kept the pressure on.

What management and leadership skills do you employ in your role as CEO of Child Wise?

I am a very democratic leader and have a highly skilled and motivated team working with me. I always seek their advice in the development of policy and new programs. I provide my staff with opportunities to be responsible and creative and overall I believe that I am very fair. It has also been important to have a vision that the staff believe in, so they know where they are going and ensure that we all communicate on a regular level which is quite challenging when staff are constantly overseas. The staff we have attracted to Child Wise share the same passion that I have to prevent the sexual exploitation of children. Child Wise is also a very child and family friendly workplace and I am very flexible with my staff.

How does the concept of leadership sit with you and do you feel that there are essential qualities that one needs to cultivate to be an effective leader?

I feel that leaders need to have a vision and be able to communicate and involve their staff in this vision. They also need to listen to the views and

needs of staff and involve them in decision making. For me I think my passion and dedication to the issue attracted similar people. In the early days when the organisation was small we had few policies and Child Wise was more like a family but now it is a fully fledged organisation and we have very clear and transparent policies and procedures that the staff believe they have been consulted on. Being accessible to staff at any time has been very important when you are running a international development agency so when a staff member has just conducted a very challenging training overseas they can call you at any time and de-brief. I know I am a good leader because I have a vision and am determined, and nothing stops me from pursuing this. Over the years I have had to change my style of management to meet the needs of a growing organisation. However, I have employed excellent staff both in administration and child protection that ensure greatly assist in Child Wise being well managed and our programs are of a high quality.

51 Ruth Medd

Chair, Women on Boards

Women on Boards is a national program to improve the gender balance on Australian company boards through skills based selection. The program funds research, holds high-level networking and mentoring events and actively promotes women onto boards. The website is a meeting place for current directors and aspirant directors, who are registered with the WoB program.

Ruth Medd is Chair of Women on Boards. She is also President of the National Foundation for Australian Women, Chair of Australian Ethical Super Ltd, a director and chair of the Finance Committee of The Infants Home, Ashfield and a past member of the NSW Casino Control Authority. She is a speaker on topics such as wealth creation, corporate governance and the Internet. In previous roles Ruth was the Executive Director of the Australian Association of National Advertisers and held senior positions with Telstra, the Australian Broadcasting Tribunal and the Federal government.

Interview with Ruth Medd

What is the proportion of board members who are women in Australia? What are the more significant trends that are worth noting in the statistics? For example, are there any indications that certain economic sectors have a higher representation of women on boards than other sectors?

There are a number of statistics depending on the sample chosen. The EOWA survey (http://www.eowa.gov.au/) looks at the top 200 or so companies; WOB looked at the top 500 ASX listed companies plus a number of rural entities in 2004. A figure of about 8% is usually used. EOWA survey of 2005 came in at 8.6% up from 8.4% and 8.2% in previous surveys.

The WOB survey found that women are better represented on the top 100 ASX companies as compared to the ASX 500 as a whole.

It is certainly true that some sectors have a far better representation of women. There is a significant variation by industry with Banking &

Finance most likely to have one or more women board members followed by Process & Petroleum, Research & Development, Insurance, Health & Community Services and Utilities.

Least likely to have a woman on the board are Hotels Restaurants & Leisure, Wholesale & Distribution, Technology Hardware & Equipment, Pharmaceuticals & Biotechnology, Telecommunications, Health Care Equipment & Services and Transport & storage.

Another interesting figure from EOWA is that about 12% of senior executives in the companies surveyed are women – not a very high figure. This has implications for the source of future women directors.

Why do you believe that more women should be on Australian boards?

There are many reasons why there should be more women on boards; and in positions of leadership and influence generally. It is about talent, diversity, and equity.

Firstly, it's good business sense. If business fails to tap the talent of 50% of the population then it is missing out. It also fails to access the breadth and richness of views that comes from having a non-homogeneous mix of perspectives.

There is good evidence that diversity of views will impact on profit results and corporate governance practices. See 'Where is the next generation of Directors coming from" at **womenonboards.org.au**

While the primary objective of the Women on Boards program is to ensure that aspiring female directors be judged on their corporate governance skills and experience, not their gender, how do you regard the view that corporations should appoint women on their boards to redress the inequitable representation of women in their boards? If as your 2005 survey identified that women are not appointed because they lack the experience and skills, exposure, information and have to overcome the 'boys club' mentality, how can women be successful in getting advanced

positions that they can highlight in their CVs? Is it not the case that the situation is so dire that realistically, representation should be based on equity at least to begin with, and then on merit? I am optimistic that the women who do apply can be mentored to develop the necessary skills if the organisation's executive is willing to be inclusive.

Women are doing much better gaining positions on government boards – with the figure being 35% of board seats on government boards are held by women; with some States looking to a 50% representation. Effectively there has been a target in place for many years with an infrastructure to support its achievement. Perhaps this is in part because Governments understand very well that 50% of voters are women.

Do you think that the barriers that women are experiencing in getting on to boards are the same in strength and number as they were prior to the Women On Boards program being established in 2001? What has been effective in turning things around?

Hopefully not. Women on Boards is a range of activities which include raising awareness, lobbying, improving networks and access to mentors, identifying board positions and having a solid research base to measure progress.

Some responses to the issue cover only the first and final activity above; awareness raising and research. WOB is very much about action not just talking. It will increasingly rely upon the power of the networks that the project has built. That is the power to influence.

In tapping the knowledge of the Women on Boards members in relation to their experience of accessing board networks and directorships for the 2005 survey, what insights did you gain that will lead to the development of further strategies to overcome problems experienced by women wanting to be on boards?

The clear and predominant reason why women join WOB is to get help with getting onto boards. This must be the driver for our future strategies – not to say these strategies are necessarily all short term. It is also

important not to oversell the ease of the task and to ensure that aspirants understand the amount of effort needed by them also.

How does your website womenonboards.org.au empower women to access board positions?

The WOB website has a number of functions that facilitate access to board positions. The Boardroom facility comprises:

- Find Boards more than 1200 boards and committees from the not-forprofit, rural, sport, arts, community and state and federal government sectors and the top 400 ASX listed companies.
- View Board Positions the list of board positions posted with Women on Boards.
- Register a Board Position a moderated search facility for organisations seeking board members and is available to any registered member of Women on Boards to post a vacant position.

The WOB website also offers a range of other support features such as information sources, research findings, invitations to networking events and bios of a large number of mentor directors who support WOB.

What lobbying do you undertake with relevant government and private bodies to change the poor representation of women on Australian boards?

WOB does quite a lot of lobbying but is resource constrained to some extent – it can be a long process.

WOB lobbies the chairmen of companies that are on the WOB target list. This list comprises about 77 publicly listed companies that do not currently have a woman director and came out of the 2004 WOB research funded by the Federal Office for Women.

WOB communicates with State Governments about facilitating access to Board positions, given that the 'lists' run by State Governments are not always fully utilized.

How did you personally come to be involved in Women on Boards? What do you find most challenging about your position?

The original idea for WOB was 'invented' by Ruth Medd and Catherine Ordway, a sports lawyer who was interested in improving the quality of corporate governance of sporting bodies. It grew from a single event in Sydney in 2001 to what we have today – an online community of currently 2500 aspirant women directors with associated networking activities and lobbying. Post the 2001 event a number of other organizations and women came together to form what is now the WOB management team.

The most challenging thing is to facilitate women onto paid boards – competition is fierce and opportunities relatively limited. It takes time and is about identifying an opportunity and effectively following it up.

52 Amy S. Mitchell

Deputy Director, PEW, Project for Excellence in Journalism

Amy S. Mitchell has been with the Project since its inception in 1997. Her primary focus is creating and managing the Project's research, including the Annual Report on the State of the News Media as well as other more specific studies of the news media. She also works on the Project's teaching instruments including editing a case study curriculum for journalism teaching, titled Case Studies in Journalistic Decision Making. Prior to this occupation, Ms. Mitchell was a congressional research associate at the American Enterprise Institute where she researched public policy and its relationship with the press, the public and government. While at AEI, she coauthored several articles and contributed to books including Debt & Taxes and Vital Statistics on Congress. Ms. Mitchell also spent two years working in the publishing industry and is a graduate of Georgetown University. Originally from the mid-West, she now lives in Silver Spring, MD with her husband and three children.

Interview with Amy Mitchell

Can you explain what the Project for Excellence in Journalism is about and the reasons for its conception?

The Project for Excellence in Journalism is a research organization that specializes in using empirical methods to evaluate and study the performance of the press. We examine the coverage as well as other trends such as audience, economics, ownership and public opinion. PEJ is non partisan, non ideological and non political.

Our goal is to help both the journalists who produce the news and the citizens who consume it develop a better understanding of what the press is delivering. The Project has put special emphasis on content analysis in the belief that quantifying what is occurring in the press, rather than merely offering criticism and analysis, is a better approach to understanding.

How is Excellence defined in relation to this Project?

The term Excellence really had to do with the one aspect of our mission the first nine years or our existence. During that time, the Project was was affiliated with the Columbia University Graduate School of Journalism and had a twin mission of evaluating the press and helping journalists clarify their professional principles. The first task, press evaluation, was carried out through PEJ's empirical research. The second task, clarifying principles, fell to a group the Project ran, the Committee of Concerned Journalists (CCJ). It was the clarifying of principles that spoke to the "Excellence" of journalism. In that regard, we developed (through a series of public forums across the country) a list of ten core principles of journalism. They became the basis for a book we published, The Elements of Journalism (available on our website).

On July 1, 2006, the Project began a major new phase in its history. It formally separated from CCJ and Columbia University in order to focus on and expand its research activities. It joined the Pew Research Center in Washington, D.C, which administers six other research projects funded by the Pew Charitable Trusts. The Project also doubled its staff and set out to significantly expand its research activities. CCJ still conducts trainings inside newsrooms to instill those principles.

What have been some of the key findings of the Project thus far?

The findings have grown each year as technology continues to advance, information outlets expand and audiences splinter among them. In the 2007 edition of our Annual Report on the State of the News Media (www.stateofthenewsmedia.org), we identified seven main trends occurring across all media sectors:

News organizations need to do more to think through the implications of this new era of shrinking ambitions. The move toward building audience around "franchise" areas of coverage or other traits is a logical response to fragmentation and can, managed creatively, have journalistic value. To a degree, journalism's problems are oversupply, too many news organizations doing the same thing. But something gained means something lost, especially as newsrooms get smaller. There is already evidence that basic monitoring of local government has suffered. Regional concerns, as opposed to local, are likely to get less coverage. Matters with widespread impact but little audience appeal, always a challenge, seem more at risk of being unmonitored. What do concepts like localism and branding really mean? Should only national newspapers maintain foreign bureaus? Does localism mean provincialism? Should news organizations, so as not to abandon more high-level coverage, enlist citizen sentinels to monitor community news? To what extent do journalists still have a role in creating a broad agenda of common knowledge? Those issues, debated in theory before, are becoming real. And the wrong answers could hasten, not stave off, the decline of news organizations.

The evidence is mounting that the news industry must become more aggressive about developing a new economic model. The signs are clearer that advertising works differently online than in older media. Finding out about goods and services on the Web is an activity unto itself, like using the yellow pages, and less a by-product of getting news, such as seeing a car ad during a newscast. The consequence is that advertisers may not need journalism as they once did, particularly online. Already the predictions of advertising growth on the Web are being scaled back. That has major implications, (which some initiatives such as "Newspaper Next" are beginning to grapple with). Among them, news organizations can broaden what they consider journalistic function to include activities such as online search and citizen media, and perhaps even liken their journalism to anchor stores at a mall, a major reason for coming but not the only one. Perhaps most important, the math suggests they almost certainly must find a way to get consumers to pay for digital content. The increasingly logical scenario is not to charge the consumer directly. Instead, news providers would charge Internet providers and aggregators

licensing fees for content. News organizations may have to create consortiums to make this happen. And those fees would likely add to the bills consumers pay for Internet access. But the notion that the Internet is free is already false. Those who report the news just aren't sharing in the fees.

The key question is whether the investment community sees the news business as a declining industry or an emerging one in transition. If one believes that news will continue to be the primary public square where people gather — with the central newsrooms in a community delivering that audience across different platforms — then it seems reasonable that the economics in time will sort themselves out. In that scenario, people with things to sell still need to reach consumers, and the news will be a primary means of finding them. If one believes, however, that the economics of news are now broken, with further declines ahead, then it seems inevitable that the investment in newsrooms will continue to shrink and the quality of journalism in America will decline. One thing seems clear, however: If news companies do not assert their own vision here, including making a case and taking risks, their future will be defined by those less invested in and passionate about news.

There are growing questions about whether the dominant ownership model of the last generation, the public corporation, is suited to the transition newsrooms must now make. Private markets now appear to value media properties more highly than Wall Street does. More executives are openly expressing doubt, too, whether public ownership's required focus on stock price and quarterly returns will allow media companies the time and freedom and risk taking they feel they need to make the transition to the new age. The radio giant Clear Channel made that point when it went private. So have a host of private suitors emerging in the newspaper field. What is unknown is whether these potential new private owners are motivated by public interest, a vision of growth online, having a high-profile hobby (like a sports team), or as an investment to be

flipped for profit after aggressive cost-cutting. Public ownership tends to make companies play by the same rules. Private ownership has few levelling influences. And the new crop of potential private owners is unlike the press barons of the past, people trying to create their legacy in news. Most of them are people who made their fortunes in other enterprises.

The Argument Culture is giving way to something new, the Answer Culture. Critics used to bemoan what author Michael Crichton once called the "Crossfire Syndrome," the tendency of journalists to stage mock debates about issues on TV and in print. Such debates, critics lamented, tended to polarize, oversimplify, and flatten issues to the point that Americans in the middle of the spectrum felt left out. That era of argument —R.W. Apple Jr. the gifted New York Times Reporter who died in 2006, called it "pie throwing" — appears to be evolving. The program "Crossfire" has been cancelled. A growing pattern has news outlets, programs and journalists offering up solutions, crusades, certainty, and the impression of putting all the blur of information in clear order for people. The tone may be just as extreme as before, but now the other side is not given equal play. In a sense, the debate in many venues is settled at least for the host. This is something that was once more confined to talk radio, but it is spreading as it draws an audience elsewhere and in more nuanced ways. The most popular show in cable has shifted from the questions of Larry King to the answers of Bill O'Reilly. On CNN his rival Anderson Cooper becomes personally involved in stories. Lou Dobbs, also on CNN, rails against job exportation. Dateline goes after child predators. Even less controversial figures have causes: ABC weatherman Sam Campion champions green consumerism. The Answer Culture in journalism, which is part of the new branding, represents an appeal more idiosyncratic and less ideological than pure partisan journalism.

Blogging is on the brink of a new phase that will probably include scandal, profitability for some, and a splintering into elites and non-elites over standards and ethics. The use of blogs by political campaigns in the mid-

term elections of 2006 is already intensifying in the approach to the presidential election of 2008. Corporate public-relations efforts are beginning to use blogs as well, often covertly. What gives blogging its authenticity and momentum — its open access — also makes it vulnerable to being used and manipulated. At the same time, some of the most popular bloggers are already becoming businesses or being assimilated by establishment media. All this is likely to cause blogging to lose some of its patina as citizen media. To protect themselves, some of the best-known bloggers are already forming associations, with ethics codes, standards of conduct and more. The paradox of professionalizing the medium to preserve its integrity as an independent citizen platform is the start of a complicated new era in the evolution of the blogosphere.

While journalists are becoming more serious about the Web, no clear models of how to do journalism online really exist yet, and some qualities are still only marginally explored. Our content study this year was a close examination of some three dozen Web sites from a range of media. Our goal was to assess the state of journalism online at the beginning of 2007. What we found was that the root media no longer strictly define a site's character. The Web sites of the Washington Post and the New York Times, for instance, are more dissimilar than the papers are in print. The Post, by our count, was beginning to have more in common with some sites from other media. The field is still highly experimental, with an array of options, but it can be hard to discern what one site offers, in contrast to another. And some of the Web's potential abilities seem less developed than others. Sites have done more, for instance, to exploit immediacy, but they have done less to exploit the potential for depth.

What observations do you make about the relationship of government on the press? Do you believe that the American Press has complete freedom to say what they want to?

The relationship between government and the press often changes a bit with each new administration. Now, though we are seeing some a change

stemming more from technology then from individual relationships. In general, those who would manipulate the press—elected officials and other news makers—appear to be gaining leverage over the journalists who cover them. Several factors point in this direction. One is simple supply and demand. As more outlets compete for their information, it becomes a seller's market for information. Another is workload. The content analysis of the 24-hour-news outlets suggests that their stories contain fewer sources. The increased leverage enjoyed by news sources has already encouraged a new kind of checkbook journalism, as seen in the television networks efforts to try to get interviews with Michael Jackson and Jessica Lynch, the soldier whose treatment while in captivity in Iraq was exaggerated in many accounts.

More recently, we now see many government entities with their own websites that in a way seek to bypass the media. They put out their own press release, their own blogs and even their own "news" reports.

As the same time, the American press still has great freedom in what its reporting. While there are more eyes watching the press (bloggers and other non-traditional media as much as government) the legal freedoms are as strong as ever. What's more, the public supports such freedoms. If given a choice, for instance, a growing percentage of Americans would pick press freedom over government censorship. After September 11, a majority leaned the other way (53% to 39%). That number has been reversing to the point that by February 2006 a majority now favoured press freedom (56% to 34%).

Do you believe that journalists can rise above the pressures that stem from popularism, corporate boundaries and competition to do good journalism that is about objectivity and responsibility? Please elaborate if good journalism means something different to you.

Journalists can and do rise above these pressures on a daily basis. It does, though, continue to get harder as newsroom resources diminish.

Journalists find themselves trying to produce more news reports in a

faster time frame but with fewer resources and less support from senior executives.

How would you describe the level of trust and respect American citizens have in the Press and what factors have contributed to the way it is?

Americans continue to appreciate the role they expect the press to play, and by some measure that appreciation is even growing.

But when it comes to how the press is fulfilling those responsibilities, the public's confidence in 2006 according to some indices continued to slip. Perceptions of bias, and the partisan divide of media, appear to be on the rise.

The number of Americans with a favourable view of the press, for instance, dropped markedly in 2006, from 59% in February, to 48% in July. The metric can be volatile, but that was still one of the lower marks over the course of a decade.

And in one of the most basic yardsticks of public attitudes, the number of Americans who believe most or all of what news organizations tell them, there were continued declines. Virtually every news outlet saw its number fall in 2006. In a battery that included more than 20 outlets, the only ones that did not decline were Fox News, the Wall Street Journal, people's local paper, the NewsHour on PBS, People magazine and the National Enquirer.

In contrast with a decade ago, there are no significant distinctions anymore in the basic believability of major national news organizations. About a quarter of Americans believe most television outlets. Less than one in five believe what they read in print. CNN is not really more trusted than Fox, or ABC than NBC. The local paper is not viewed much differently than the New York Times.

And there are signs, despite the appreciation for an independent press, that the perception of bias, even agenda-setting, is a growing part of the concern.

Among those who feel that their daily newspaper has become worse, for instance, the number who blame bias, and particularly liberal bias, has grown from 19% in 1996 to 28% in 2006.

Has the Project for Excellence in Journalism investigated how the media reports on the Iraq War and the public expectations and assessment of the press coverage of the War?

We plan to conduct an in-depth study of the 2007 content in the months ahead. But, one thing we did find in the coverage from January through March of 2007 was a strong tendency to cover the US aspect of the war. First to cover the policy debate here in the US and then even in covering the ground war, to cover it in terms of impact on US troops rather than activity or impact involving Iraqis or other non-US individuals.

Is there a best case example of journalism that you can nominate and describe what impresses you most about the case?

I'll hold off on this as our aim is more research now.

What general comments can you make about the opportunities and barriers that female journalists experience in the industry in America and the strategies that are promoting women's leadership in the industry?

Women's roles in the press as well as in other industries continue to grow here in the US As, we wrote in this year's State of the News Media Report: One area we're there has been solid growth is in broadcasting:

Katie Couric became the first solo female broadcast anchor in September 2006, for CBS (see Network TV Audience).

In local TV news, women have for long been the face of the newsroom. According to the RTNDA, women accounted for more than half of all anchor positions in 2005 — 57%. Even a decade ago, in 1996, 54% of

anchors were women.9 Indeed, the most recent survey of news directors in July 2006, commissioned for the RTNDA, does show that virtually all newsrooms now employ women (97%) and that they made up 40% of the TV news workforce as of 2005.10

Women are also increasing their ranks behind the scenes. There are now more women executive producers, reporters, news producers and writers. Indeed, in 2005, the number of women TV news directors heading their own newsrooms rose by 25%, reversing a two-year drop. And, according to Bob Papper, their salaries are at par with their male (news director) colleagues.

Such women, though, are generally found in smaller newsrooms (with staffs of up to 10 people). The biggest newsrooms have the lowest incidence of women news directors.

Further, the percentage of women in the total television workforce over time has remained essentially stagnant. According to RTNDA data, the share of women in the TV newsroom has fluctuated by less than two percentage points between 1999 and 2005. They make up less than half—40%—of the newsroom staff.

Women in the Newsroom

1999-2005, As a Percentage of Total Workforce in All Television News

Year	Percent of Women
1999	40%
2000	39.7
2001	38.6
2002	39.3
2003	39.1
2004	39.3

2005 40

Source: RTNDA/Ball State University Annual Surveys on Women and Minorites

Nonetheless, women journalists are increasing their ranks. According to surveys conducted by Profs. David Weaver and G. Cleveland Wihoit for their book "The American Journalist in the 21st Century," which were conducted over three decades, women made up 33% of all journalists in 2002, up from 20% in 1971, the year of their first survey.

The journalistic trend reflects the broader trend of an increasing number of women in the general labour force. In 2006, approximately 60% of women were in the labour force, a significant increase over the 41% of 1970.

53 Nathalie Mourier

Feng Shui Traditionnel

Nathalie Mourier has worked for fifteen years with major groups from the Paris Bourse CAC40 listing. As an IT project manager and change management consultant she has been a successful part of the development of the companies she worked for in France and abroad. At the end of the 1990s, this enthusiast of Asia had the rare chance to meet a contemporary grand master of Feng shui, Master Yap Cheng Hai. With him, and in accordance with tradition, she learned the different theories and practices of the classic schools of San He (the study of the environment), San Yuan (the study of time), Xuan Kong (mysterious vacuity) and Ba Zhai (the 8 houses). She passed the different examinations that accompany the training reserved for professional consultants and holds the Mastery Graduate Diploma, the highest diploma available. Ever since she has kept training with renown Taoist masters and is deeply involved in the research program 'Feng Shui and health" which she launched in 2002; a program of data analysis and collection with people who suffer from serious pathologies She co-founded Marip The feng shui firm in 2001, a consultancy agency entirely devoted to feng shui. The team offers exclusive services to corporate, commercials and individuals, sharing and taking advantage of the experience gained in their earlier positions as managers. The team has gained a solid reputation for handling its clients' needs with great professionalism, integrity, creativity and enthusiasm. This dynamic and creative company has been instrumental in the dissemination of traditional Feng Shui through training schemes, conferences, articles, TV programs and radio talks. They have designed a special lopan, the geomantic compass used by feng shui master.

Interview with Nathalie Mourier

Can you explain what principles and philosophy underlie Feng Shui? How does the concept of energy relate to Feng Shui?

Feng shui is a classical Chinese art that aims at designing and arranging external and internal environment where harmonious qi (vital breath, Chinese term for energy) prevails and support our activities.

It has been used for over 2000 years by Emperors to rule the nation, by businessmen to grow their business, by political leaders to build

prosperous towns, by religious authorities to erect monasteries and temples.

Until the 20th century this subtle and delicate art has been extensively used and still is very much in favour. In Taiwan, Singapore, Hong Kong, work never ceased, and it has now resumed in China. In the early '80s the news broke in the west that Chinese mastered strange techniques. The story went that they used to build up corporate, residential and commercial environments that helped them prosper and support their endeavours. This triggered curiosity and great interest. Masters started teaching non Chinese, books went on print, TV and radio programs have been on the air regularly in the last 10 years.

What do you mean by "cycles of formation"?

Most of our time is devoted to our business and private clients, auditing places for them, designing environments and sites that will support the in their endeavours to achieve their public and private goals.

Feng shui was always taught from masters to disciples. There is a large body of theoretical knowledge, but practice is very much needed in order to understand what rules apply and how they do. Hence feng shui is always taught in the way of a transmission. We do our best to convey to enthusiasts of all paths what we were taught by our masters. Therefore we devote some time each year to teach beginners and more senior practitioners the art of feng shui. Those students when they have reached a certain level of knowledge, confidence and experience contribute to our research centre and to the practice of feng shui.

We offer teaching in two-day sessions, the complete training spreads over two cycles that take the beginner from the basic principles to the most elaborate formulas.

How has traditional Feng Shui been refined over the years?

Principles of course haven't changed but the way we look at our environment had to incorporate new inputs: that of modern living in cities basically. Also in the past decades serious practitioners and students were considerably more exposed to a larger number of principles and got a chance to explore far larger territories than some previous generations. This is mostly due to the fact that communication has gone clearly international, information spreads faster, more easily. Also lots of information that was kept secret are now more widely disclosed even if still many formulas remain "hidden" and are only transmitted to students carefully selected by their master.

What are the tools that you use to apply Feng Shui in any context?

To make it short and nice I'd say that feng shui is based on 3 pillars: time, space and the individual reaction to qi. We look at the quality of the qi in a given space, estimate its characteristics at a given time and consider how specific individual interact with it. That's the way our team likes to work: tailor made.

We fine-tune places according to their characteristics and depending on the needs of our clients, be them individuals or professionals.

How do you know that Feng Shui works? What has been some of the research that supports your practices? Are the results measurable?

Ah, that's a very, very good question. At first I was very taken by my first master enthusiasm and obvious profound knowledge. When that passed a bit and after I had learned quite a lot I started wondering if this whole system made any sense. So I started experimenting and did research here with medical staff. For about six months I visited intensely very sick people in search for what might explain their situation. In a relevant number of cases, feng shui diagnosis that I did as blind tests proved to be very close to the problem and in a number of cases straight to the point. This research work gave me confidence: I knew from firsthand experience

what feng shui really is and how it works. That also opened my eyes to new perspectives.

I have been working as a professional for the last seven years now and I had many chances to check with my clients how appropriate feng shui is. Don't misunderstand me: it's not making miracles, but it offers a wide range of tools that allow us to understand what's at stake in a given place and how it be can dealt with.

How did you come to be involved in Feng Shui?

I used to work as a senior consultant in the field of business strategy and management. After fifteen years in duty I felt solutions we were implementing or projects we were building lacked in something vital. Also most of my clients were executives who could hardly cope any more effectively under the stress of circumstances.

I have been close to the Asian culture since 1990 and have practiced Zen meditation, then Tibetan Buddhist meditation, ever since. Slowly this has led me to rethink lots of the principles underlying my life, the way I live, and the way things may be working. At one point I decided to take a major step forward and work accordingly to my beliefs: reality isn't just simply what we grasp through our senses. Feng shui is a great tool to understand what lies behind, beneath and ahead of us, because it's complete and efficient.

This is when I met with my first Feng shui Chinese master. I've dropped my job, joined a teaching group, travelled a lot to attend classes and workshops and have slowly built a customership. I keep doing research in the field.

What have been some of the highlights and disappointments you faced in establishing The Feng Shui Firm?

When my associate and I founded Marip the feng shui firm, we thought we'd work mostly with large companies on heavy projects. Things happened actually quite differently: we have been graced with a steady stream of a very varied clientele.

Business wise, feng shui tends to evolve quite differently from one country to another because culture creates different situations. The one type of project we have not worked on so far and we'd love to is a project involving heavy town planning. A good feng shui town planning project benefits so many people!

Can you give us an example of how you applied Feng Shui to a specific environment that you were commissioned to do.

One of the projects I've been working on in 2007 is very dear to me even though it's not the largest one. I was called by a still quite new company to audit their premises because bankruptcy was nearing, and they thought this time they would not go beyond the end of the month. The managers and owners were very dedicated to their business and if a solution could not be found quickly they'd have to dismiss their remaining staff and close the place.

When we did the audit some of the reasons why they failed to achieve their goals appeared quite clearly to me. We managed to rearrange what could be rearranged at a minimal cost (I think they might on the whole have spent about 100 euros), I monitored them very closely every month and they followed strictly the recommendations I gave them. After one month, they had nearly doubled the sales, and three months later sailing fine again. No staff were dismissed, and business is doing great.

This was a great project because it shows the power of feng shui when it's implemented correctly. My client is thankful because their business keeps going and I'm thankful because they offered a nice opportunity to display effective solutions. Everyone is happy.

Nathalie has authored:

"Qu'est-ce que le feng shui ? Carnet de route d'un maître de feng shui (What's feng shui ? The travel diary of a feng shui master) – 2006

Two Correspondence courses: "Ba zhai and principles" (2006), "Flying stars, vol. 1"

(2007)

54 Suzanne Nield

Suzanne Nield has lived on 'Benilke Station' in western New South Wales for 21 years. She created a Project called 'Friendship Quilts' to bring women, and men, together to take their mind off the drought. Although Suzanne Nield does not see herself as a leader, CLW recognised her leadership qualities in her creation and implementation of an idea to bring women together and give them a purpose that is challenging, fulfilling and positive, amidst the relentlessness and despair of one of Australia's harshest droughts.

Interview with Suzanne Nield

In this interview, Ms Nield was asked what led her to create the Friendship Quilt Project, how did she put the idea into action, the level of support she received and how the experience affected her personally.

What led you to create the Friendship Quilt Project?

I suppose you could say the drought made me create friendship quilts for women of the western division. With all the death, dust and hardship around us I thought that women on the land could do with an outlet to help them cope with the drought.

What steps did you take to put the idea into action?

The steps were easy once I made up my mind what I was going to do. First I ran the idea past my mother and mother-in- law, then I spoke with a couple of friends about my project. All were very supportive. The next thing I did was contact our local paper and did a small interview regards my idea I also put an article in The Western Division Newsletter and The Country Web. I put a community news article on the ABC radio and from there I did numerous radio interviews.

How did you feel emotionally while getting the Project off the ground?

My feelings were quite mixed at first, when things started to get underway I was beginning to get cold feet and thought I had bitten off more than I could chew. Then when I stopped and thought about what I

was doing and the reason behind all this I got very passionate and determined to prove to myself that I would succeed.

Did the Project evolve with input from others before it became established?

I don't think the project would be as successful if it hadn't been for support I received from friends the media both radio and print and also the most wonderful and generous Australian out there.

How did your family react when you told them about the Project?

My husband thought here she goes another hair-brained idea, it will never happen but I have proved him wrong and now he is very supportive of what I am doing and my children think it is great having their Mum's photo in the papers and also hearing me on the radio it is a real thrill for them they are all very proud and I love them dearly for their help and support.

What does the Project involve?

The project is to get the women of the western division together as often as we can and join in the making of friendship quilts that will be exhibited and auctioned with the money going to charities of the lady's choice. It is my way of saying thank you to all those out there that have helped during the drought. By holding workshops ladies feel free to talk about how the drought is affecting them it gives them a chance to have a good laugh or even a cry if they need but most of all it gives them time out for a short time and they go home with a more positive outlook on the issues around them.

How many women are taking part in the Project?

There are approximately 25 ladies in my district with numerous women from all over Australia contributing by either sending fabric or blocks that can be put together and made into quilts.

Have you been involved in creating other Projects prior to this?

I was involved in organising a drought breaker party in 2000 with two friends we ended up with around 60 people turning up to celebrate the rain. I was also in charge of a fashion parade for 13 years at our local field day and I was the publicity officer on that committee also.

What have you personally gained from this experience?

My personal gain through being involved in this project is respect for myself, confidence and the feeling you can achieve anything if you put your mind to it and don't give in the world is out there waiting to be conquered.

55 Pauline O'Loughlin

Pauline O'Loughlin is the Program Manager of the UTS Shopfront, the University's community research and advocacy centre that was established in 1996. She is responsible for the overall activities and administration of the Shopfront.

UTS Shopfront is a university-wide program that acts as a gateway for community access to the University. It links disadvantaged and under-resourced community groups to university skills, resources and professional expertise. This allows projects that would not otherwise proceed to be completed with multiple benefits for both the community and students. Community-based projects are carried out by students through their subjects under the supervision of academics. The process is collaborative: students and community groups are involved in all facets of the projects' development and implementation.

Interview with Pauline O'Loughlin

How did UTS Shopfront originate? Why was the name "Shopfront" chosen?

Firstly, guess I should give you a brief description of the Shopfront. It is a university-wide community program at the University of Technology, Sydney (UTS). The core business is to facilitate a series of community initiated projects utilising the skills of the University. Students undertake the projects for coursework credit and are supervised by an academic member of staff.

The concept for the Shopfront came from a group of academics in the Faculty of Humanities – Paul Ashton, Jeannie Martin, Eva Cox, Karin Coleman, Roslyn Reed and Heather Goodall. This group wanted to establish a facility for community access to the University. It is called the Shopfront as it is loosely based on the Dutch Science Shop model. This was a 70s movement where professors of technology set up a 'shop' and worked with the community on issues identified by them. The Science Shop network is still going strong and the Shopfront is now a member of the International Science Shop Network.

What is the nature of your role in Shopfront?

There is a small staff at the Shopfront – myself (full-time) and Lisa Andersen (2 days a week). Associate Professor Paul Ashton is the Academic Director. This position is honorary and Paul isn't based at the Shopfront. My official title is Program Manager and I'm responsible for the overall activities and administration of the Shopfront. This includes community project coordination, research development and formalising and monitoring all dealings between UTS staff, students and community organizations. So pretty much everything from strategic development to cleaning the kitchen and anything in between.

Can you give an overview of the types of disadvantaged and under-resourced community groups that Shopfront has worked with?

UTS Shopfront works with disadvantaged and under-resourced community groups; not-for-profit organisations; non-government organisations; government agencies that broker socially relevant projects that would be beneficial to the wider community. We have worked with so many groups I will give you the ones we worked with during 2004.

- Bankstown Youth Development Service
- Bondi Beach Cottage
- Bookfeast
- British Pensions in Australia Inc.
- Centacare Broken Bay
- Combined Pensioners and Superannuants Association of NSW Forum on Australia's Islamic Relations (FAIR) FRANS Granville Youth and Community Recreation Centre Islamic Council of NSW
- Libraries and Museum Foundation
- Mineral Policy Institute (MPI)
- Muslim Women's Association
- Nepean Food Services (Meals On Wheels)
- New Theatre
- NSW Community Options Projects
- NSW Disability Discrimination Legal Centre NSW Rape Crisis Centre PACT Youth Theatre ReconciliaCTION Redfern Aboriginal Corporation

 RESNET: City of Sydney's Resident's Network SievX National Memorial Project South East Neighbourhood Centre South Sydney PCYC Sydney Asia Pacific Film Festival Sydney Children's Hospital The Settlement Neighbourhood Centre Tribal Warrior Association

Here are some examples of the type of projects we have completed: costume design for Streets of Dance; a rural online counselling service; investigative journalism into corporate influence on policy decision-making in the mining industry; public relations and research and evaluation for Bookfeast 2004; development of a women's arts and film festival; TV program development with young people; website designs and research reports for Redfern Skills Centre, Bangarra Dance Theatre, Safe Streets Project, New Theatre, Childflight, Migrant Employment Taskforce, Newtown Festival and St. George Advocates for Children.

What criteria needs to apply for an organisation to qualify for assistance? Can individuals working by themselves in non-incorporated and low income producing ventures apply for assistance?

We are unable to work with individuals but the term community is used broadly to refer to formal community organisations, peak bodies or groups drawn together on an issue or interest for example women, children, unemployed, migrants, gays and lesbians or people with disabilities.

The main criteria for a project is that it would not go ahead without the Shopfront's support. Mainly this is to ensure that students are not just providing free labour on work where people can be paid.

How does a community group go about seeking assistance from UTS Shopfront for a project?

Community groups can access our website (www.shopfront.uts.edu.au) or call us to discuss possible projects.

I often get asked how community groups find out about the Shopfront. I think word of mouth is the probably the powerful communication tool. Of

course community organizations are adept at tracking down innovative and low cost ways to get projects/work done.

Does UTS Shopfront initiate projects by seeking out and presenting project proposals to relevant community groups?

Not usually - the Shopfront works on projects that are initiated by the community rather than those identified by the university. We wanted to move away from the idea of 'expedition research' as one of my colleagues calls it. This is when university staff visit a place then decide what is wrong with it and write a research paper without any discussion or consultation with the community itself.

We will ask community representatives to sit on a working group for a research project that might be relevant to their work/community or be an extension of a project that the Shopfront has completed with them.

Does Shopfront provide the funding for the project? Are UTS staff members paid for their involvement in a project? If funding is to be secured, does UTS Shopfront do this or is it the responsibility of the group seeking assistance?

There is usually no funding required for the community-based projects as these are completed by students as components of their coursework. The supervision undertaken by UTS staff is an integral component of their existing academic activities/workload so there is no charge for their input.

What process is used to link a community group requiring assistance with professional expertise within UTS? Have there been projects for which it has been difficult to match the two?

UTS Shopfront does have processes and procedures in place and I will give a brief overview of those steps. In terms of matching initial conversation with community groups often excludes projects due a number of reasons that include constraints of the academic timetable; difficulty matching the specific needs of a project with the necessary expertise; subjects taught not appropriate; no access to particular resources. While the staff at the Shopfront have a very good knowledge of the types of projects that are

possible we do have a reference group that has representatives from all nine faculties, and we can call on them for assistance with projects.

- Firstly the community organization contact the Shopfront to outline their project.
- 2. A project description form is completed by the community organization.
- 3. The project is offered to appropriately qualified academic and they decide if it is suitable to offer to their students in class.
- 4. Project is offered to students who have to volunteer to undertake the project. The project is undertaken for academic credit.
- 5. A meeting is arranged with the students, community group and a representative from t he Shopfront. The Shopfront can't always guarantee a project will go ahead as it is the academics and students to decide to undertake the work. While not all of them get picked up we probably have close to an 85% success rate with project.

At this stage the outcome of the project itself becomes the responsibility of the students, community group and academic while the Shopfront is responsible for the process. Ensuring things go as smoothly as possible for all stakeholders. We also offer students additional training that might be required for more successful outcome. For example: project management training, cultural awareness workshops and ethics support.

Can UTS Alumni students or members of the general public become involved if they have the relevant experience?

Yes, though the main focus is on the students and the community, we have had people act as Industry Mentors on several projects.

Can you describe how the students who have participated in the projects benefited from their involvement?

Students benefit through their participation in these projects as they are given a form of practice-based learning that enhances both their intellectual and professional life. We always think it's best for students (and community) to have their own voice – below are some comments that students have made about working with the Shopfront.

"I really enjoyed the flexibility of working on the Shopfront project... I was able to work at my own pace and access support when I needed it. The project gave us all the opportunity to utilise the skills we've gained (throughout) the degree and to participate in relevant research."

Cate Jansen Project Young Women in Rural Areas

"I was able to work with real people on real issues where my opinion and professional expertise were respected. I also received an excellent grade – which doesn't hurt. It was terrific to work on project that is of real benefit to the community."

Mark Liebman, Project: Curl Curl Lagoon

"It has been a great learning experience. Both projects have enabled me to establish links for my own future career in community arts, and have allowed me to tailor my degree to produce a more relevant study program." Joanna Winchester, Project: Granville Youth and Community Recreation Centre and PACT Youth Theatre.

Does UTS Shopfront require the community group to sign some form of a contract when entering into a project?

Yes. At the first meeting the project is refined to meet both the students learning objectives and the community requirements; decisions are made on deadlines, timelines, budget etc. The community group are required to acknowledge the work of the students on any publications or product. The group also have to nominate a liaison person who is always available to the students. Roles and responsibilities are discussed and agreed.

Students produce a project plan, learning contract or brief that includes, project description, aim, objectives, target audience, task, me etings schedule, deadline and outcome. The stakeholders agree and sign off on their roles and responsibilities. This would be the only contractual agreement between the University and the community group.

What has been the level of interest in UTS Shopfront by other institutions in Australia and abroad?

There is a keen interest from other universities in Australia to develop centres or program for community engagement but it is very difficult in the current climate to find funding to set up any new ventures.

UTS Shopfront is a member of two national networks the first is the Australian Universities Community Engagement Alliance (AUCEA) which is based at Western Sydney University and the second is the Australian Consortium on Higher Education, Community Engagement and Social Responsibility.

Internationally, we have an excellent partnership with the Centre for Urban Research and Learning (CURL) at Loyola University, Chicago and as I mentioned we are a member of the International Science Shop Network. Last year I was invited to a present a keynote address at a conference in Norway. Stavanger University, the host of the conference, is establishing their own centre for community partnerships and we were also able to participate in their strategic planning

What plans do you have for Shopfront's future development?

This year the community-based student run projects will continue as normal. We also want to focus on the consolidation and development of collaborative research. Collaborative research aims to ensure the benefits and outcomes for the participants and communities as well as the researchers and funding bodies. One of the research projects we have just started is in partnership with Parramatta Mission and is called Forgotten Women which is a paper on the lack of crisis accommodation for women in Western Sydney. Last year we ran a forum called Facing Fear: Antiracism work since September 11 the participants requested more forums where research information is represented and discussed. We are currently discussing how best to share information. We try and be as open

and responsive as we can to suggestions and ideas from the community about our future progression.

56 Graeme Orr

Dr Graeme Orr is an Associate Professor in the law school at the University of Queensland. He has researched and commented on the rules regulating politics, parties and elections for the past decade.

Interview with Dr Graeme Orr

Why is it important that political parties disclose donations?

Parties are not purely private entities, but exist to control public power. Disclosure is intended to allow the media to question cases of the buying of access or favours by donors.

It was also intended to encourage modesty in donations: some companies have been so moved, but in some industries (e.g. finance and property development) it may have just 'normalised' the practice of giving generous sums, often to both major parties.

A third, lesser reason for disclosure is to let punters judge parties on who they consort with. A Martian, for instance, could have picked the shift by the ALP away from democratic socialism between the 1970s and 1990s, by its increasing reliance on corporate donors from.

Do Australian political parties disclose all their donations and the sources or are secret donations permissible? Which party has the worst record in relation to this?

They have a fair record of basic disclosure. The new law however allows donations under \$10 000 to be kept secret, and this figure applies to each party branch. Also, parties use fund-raising entities and foundations to obscure the trail of many donations. In the most egregious cases, trusts, loans and even bogus raffles have been used to circumvent disclosure. The Australian Electoral Commission does not have a large unit to keep track of parties and candidates nationwide, and face a cat-and-mouse game, with inadequate laws and powers.

Neither major party is better or worse. Each will copy the advice of the other's lawyers by mimicking any useful tricks, and each study the manoeuvrings of the major parties and their professional consultants in the US and to a lesser extent the UK.

What are the limits on political donations and expenditure of the donations?

Virtually none. You can donate as much as you like to Australian parties and candidates, provided certain larger donations are disclosed. This freedom extends to donations from abroad, and donations from companies and unions can donate. There are only a couple of symbolic restrictions, like Victorian parties being limited to \$50k from casinos, and the ALP lately refusing to take tobacco money.

Similarly, there are almost no restrictions on expenditure, either in the size or style of campaigning.

How do other leading countries regulate political donations? How do expenditure caps apply in the United Kingdom, New Zealand and Canada?

Australia has the least regulated system of any comparable democracy. Other countries try to rein in the 'arms race' of political finance, with restrictions on supply or demand, or both.

The US, who we normally see as putting liberty ahead of equality, has long restricted company and union donations, and has a much more tightly regulated disclosure system. Also the US – and Canada – cap individual donations.

Of our common law cousins listed in the question, all three limit expenditure on campaigns. Limits apply to both candidates' constituency level campaigns, and to overall party expenditure. The typical method is to calculate the cap according to the size of the electorate and numbers of electorates contested.

Such restrictions need to be carefully drawn:initially NZ parties did not go close to the expenditure limit. It was simply drawn too generously.

In the UK, expenditure is also repressed by banning political ads on television/radio at any time and requiring broadcasters to give parties free air-time. Canada wisely also caps expenditure by 'third parties', e.g. lobby groups, who if not restricted would be able to outspend parties. Our High Court may have something to say about such restrictions, having discovered a 'freedom of political communication' in our Constitution. Consider how such restrictions would have impeded the union campaign against 'WorkChoices'.

How do you believe the use of the media should be regulated for campaigning by party incumbents?

The most pressing problem in Australia is not so much the excess of private money, as the misuse of public money. You can't eradicate incumbency benefits. But incumbents, in a stable, relatively prosperous democracy already benefit from free media exposure and being associated with public works. The trend in the past decade, by both sides of politics when in government, is to splurge hundreds of millions of taxpayer dollars on 'campaign' advertising.

By this I don't mean 'vote for me' ads, which are forbidden. But feel-good campaigns about how things are looking up for public hospitals or schools, or attempts to mollify negative opinion on unloved policies like 'WorkChoices' and the GST. It's even reached the tit-for-tat stage, with Labor states running anti-WorkChoices ads. It's blatant politics, directed at the least tuned-in voters.

The ads are rarely authorized by a responsible agency or department, but by 'The Australian Government' or 'Queensland Government', terms people associate with the leader and party in power.

The simplest answer is for Parliament to rein in the Executive by legislating a maximum amount on campaign ads per year, with no spiking in election years. This would encourage governments to prioritise necessary campaigns (eg public health education) and find better ways to

target information. Spending to promote policies not yet considered by parliament should be banned, or if it must occur, be balanced between 'for' and 'against' ads.

How do other countries involve their youth in elections in comparison to Australia?

Not much better. Turnout is poor in most countries with voluntary voting (New Zealand is a relative exception). So whilst 25-30% of 18-year-olds here don't enrol, compulsion at least encourages everyone into the tent, and people start seriously thinking about voting younger than would otherwise be the case.

18 is an arbitrary age: the odd region like some German provinces have tried a lower voting age. The Greens want to lower the voting age, for obvious reasons.

Parties have youth wings. But in Labor and Liberal particularly these have degenerated from policy and social clubs into playthings of factional hacks. Parties are experimenting with branches based on areas of interest and even internet connections; but on the whole young people are driven by issues rather than identification with an ideology or loyalty to any ongoing cause.

You have also recommended that we need to enfranchise the large number of permanent residents in Australia to enhance political equality and also not disqualify voters with criminal convictions from elections. Does the government discriminate against those who have served their punishment from voting as well as those who are serving their sentences? How do the parties view your recommendations and what counter arguments do they use to support the status quo?

People assume citizenship defines a political community. Australia didn't have a Citizenship Act till 1948.(White) British subjects with sufficient residency could vote – that reflected the fact we were part of a semi-global community in the form of the Empire.

We are an immigrant community that encourages mobility and permit Australians abroad to continue to vote for up to 6 years. The old catchcry 'No Taxation without Representation' seems appropriate. New Zealand allows permanent residents to vote.

Prisoner voting rights are a complete political football. The parties of the left support voting rights for all; conservative parties are happier to disenfranchise prisoners .It's a contradiction to force people to vote on pain of fine, then go out of our way to deny prisoners the vote as a form of symbolic punishment. At least in Australia, unlike many US states, 'felons' aren't disenfranchised for life. But it still disproportionately affects men, especially Aboriginal men.

What does your research indicate about the level and type of dissent amongst Australian voters and how what does this mean for the practice of compulsory voting?

I don't do empirical research. The level obviously fluctuates: eg it was high enough to drive the One Nation cyclone, but the major parties were looked upon benignly at the 2004 election.

Dissent is suppressed in Australia because of compulsory voting. We should measure dissent from within, by retaining compulsion but making it clear that people can vote informally, or better still have a 'None of the Above' box.

Do you consider Australia's redistribution process of electoral boundaries to uphold the principle of population equality, fairly?

We do very well. We have truly independent boundary commissions: in some US states it is done by the parties in the legislature! Federally, the commission has to aim to have each seat no more than 3.5% difference from its state's quota at election time. Typically it comes much closer to exact one-vote, one-value.

Only to a limited extent in Qld and WA do we have rural weighting. Oh, and a constitutional protection of Tasmania's seats.

But majority-rules voting systems means there's nothing very proportional about election outcomes. Typically the more popular major party wins a sizeable majority even if the opposition was only a few percent away. And sometimes a party wins with a minority of votes, either because it is better at targeting marginals or its rival has too many votes locked up in safe seats.

On the whole do you believe that our electoral system operates with democratic accountability and fairness? How have these issues been promoted and worked on by the community and why has there been so little change in the system to make it more transparent and ethical?

On the whole it does, thanks chiefly to a tradition of very professional, independent electoral authorities. Also the machinery of our laws is constantly updated. The decline in recent years has been because of the withering of parties into hyper-professional cliques of apparatchiks with the dominant aim of winning seats for themselves or their factions. We've also gone from a world leader in democratic experimentation to electoral systems that seem closed to any major reform.

Typically there is a lot of media and a fair amount of community interest in electoral fairness. But few lobby groups have evolved to push the cause. It will take a major scandal, or a paradigm shift (like the breakthrough of One Nation or the Greens to power-sharing) to shift the complacency.

Can the introduction of a Bill of Rights bring change and reform to the electoral system?

Depends on the Bill of Rights – and the judges. A guaranteed right to vote for example might mean the end of prisoner disenfranchisement. But typically Bills of Rights are worded very abstractly, so short of some very mischievous law-making, or very activist judges, they are unlikely to strike down much electoral law.

Such rights can be distorted. So limits on electoral expenditure, worthwhile in the interests of political equality or reining in wasteful

advertising, may be struck down at the suit of a private lobby or even front group insisting on its 'right to political communication'.

What will be some of the main electoral issues that you will be watching in the upcoming federal election?

A big issue will be the early closing of the electoral rolls. Traditionally we had a grace period of at least a week to enrol once the election was called. Now we will have no time. It's predicted that many young and new voters will miss out.

The main item of interest is whether incumbency or inertia will protect a somewhat tired government from an untested opposition.

57 Patricia Parker

Patricia, who founded **Kids for Kids**, now works full time to raise awareness of the problems facing children in Sudan and showing how their lives can be improved in simple yet effective ways. Details of all that is being done by Kids for Kids in Darfur, and of the fund-raising events that have been organised to help, can be found on the Latest News page of the web site and in Patricia's Diary. She is hoping people will be inspired to help, not just in the UK but all over the world, to arrange similar events.

What moved you to begin Kids for Kids? Did you collaborate with others to create it?

I visited Darfur in 2001 and met a little 9-year-old lad who was walking 7 hours to reach water and then carrying it back to his mother and his three younger brothers and sister. Under Darfur there is one of the largest aquafers in Africa - yet no one was digging handpumps for villagers. Having met his mother and seen the three little goats she owned - her only possessions - I realised that introducing animal loans, providing handpumps - and other long-term self-sustainable projects, would have an immediate and dramatic effect on families who were living lives of intolerable, and inexcusable hardship.

Interview with Patricia Parker

What type of self-sustaining projects does your organization run? What criteria is used to assess who qualifies for the projects?

We aim to help the poorest families, and these are selected by the communities themselves. The projects all have to be self-sustainable and key is the training of committees, often but not exclusively, women. These committees are trained in bookkeeping and record taking and enable, for example, goat loans to be sustainable and help the whole community. We lend 6 goats for 2 years, after which time the family pass 6 first born offspring to another poor family - and the loan agreement continues - and then of course to another family. We lend donkeys - essential when there is no other transport and villages are remote - we train village girls as midwives, primary health care workers (there is often no health care at all) we train farmers in irrigation and improved planting techniques and provides things like seeds, donkey ambulances, carts and ploughs. We

also provide tree seedlings from our two tree nurseries and train people to care for them.

What attributes do you bring to the running of your organization that enables your team to work towards a vision?

The projects need common sense, practical application, organisation - and being good with people at all levels, from talking to villagers to negotiating with Ministers of State. I hope I am good at these. It is also essential to be a good communicator to inspire other people to help. I cannot do this on my own! A sense of humour is essential and a great deal of patience - the latter is very hard for me, but I am persevering! I think righteous anger too is needed - you have to feel a sense of outrage at conditions for children which were, and indeed are, known and yet ignored. Villagers are out of sight and it is easy for the international community, and indeed their compatriots, to forget them.

Would you regard your vision for Kids for Kids as being one that has developed with the input of others in the organization or as being one that you have created and developed?

I do have a vision, but it is now shared and developed by everyone involved - from the little four year old at a school who asked me what happens when a goat dies, to the State Minister of Health in Darfur who suggested our village midwives should also be trained in first aid. There is room for us all!

Do you see yourself as a Self-appointed Leader, in that you have used your own initiative to define a problem and developed a strategy that could bring about change?

Unfortunately, I do - and my biggest worry is that I must not be irreplaceable. The need in Darfur is immense and Kids for Kids has to continue, whatever happens to me.

What is your opinion about leaders who work towards social change?

Please show me some - I need them! If we could work together we would be a force to be reckoned with.

From your personal experience, what do you see as being needed to help children in Darfur? What do you see as inhibiting efforts to help people in Darfur?

The obvious problem in Darfur today is the continuing, indeed escalating, violence. This was preventable if action had been taken immediately - and could be stopped now if the international community had the determination based on self-interest it had in Iraq. Sadly, this is not the case in Darfur, and debate has taken the place of action. Meanwhile children are growing up in inexcusable conditions. When at last security is secured then there is urgent need for water, rebuilding of homes and basic livelihoods, education, and healthcare. I am not asking for big hospitals or smart schools - but the basic Child Rights the world agreed so long ago, which do not exist in Darfur.

Who are the leaders who inspire you in your leadership?

I don't think of myself as a leader. Martin Luther King is however an inspiration - and could not be more appropriate.

58 Andrew Penfold

Australian Indigenous Education Foundation (AIEF)

In 2004 Andrew Penfold left a successful career as a lawyer and investment banker to devote his time voluntarily to help transform the lives of Indigenous children through education. Working from his dining room with a laptop and mobile phone, Andrew established the St Joseph's College Indigenous Fund and raised \$5 million to support 40 Indigenous boys to board at the College, winning acclaim as the nation's pacesetter in Indigenous scholarships.

With an unwavering belief that the challenges facing Indigenous children can be overcome, Andrew recently established the Australian Indigenous Education Foundation (AIEF) to expand the delivery of Indigenous education scholarships for thousands of Indigenous children on a national basis. Just a year on, AIEF has already won critical support and is well advanced in raising \$20 million from individual, corporate and philanthropic investors in partnership with a \$20 million investment by the Australian Government, to permanently change the trajectory of disadvantaged Indigenous children through an effective program with proven results.

Interview with Andrew Penfold

Why did you leave your legal and financial career and decide to find funding for financially and socially disadvantaged and marginalised Indigenous children to attend high performing boarding schools?

At age 38 I reached the stage in life where I wanted to try doing something that wasn't driven by making money. I felt strongly about the benefits of helping Indigenous kids gain entry to the best boarding schools in the country, and strong convictions that this could really make a tangible difference. Three years later I know I was absolutely right.

How did you manage to reach your initial target of \$5 million for the Indigenous Fund to support 40 Indigenous boys boarding at St Joseph's College Hunters Hill? What personal and professional qualities did you apply to attract patrons to your Programme?

Well we haven't reached the \$5 million target yet, we're still about \$500,000 off that, but it's making good progress.

First, people needed to understand that this wasn't about supporting St Joseph's College - it was about supporting marginalised Indigenous children and understanding that the outcomes are more likely to be positive if those kids were enrolled at a school that is committed to supporting them. St Joseph's College is one such school - there are many others - but I thought Joey's had the track-record, reputation, credibility, and scale that we needed to develop a 'best practice' template that other schools could emulate.

The personal and professional qualities that have helped in the process are these:

- Before we asked for a single cent, we spent 18 months planning. This
 included all the legal and regulatory structuring, obtaining tax
 approvals, writing a business plan, selecting and appointing a board and
 a group of supporters that we call Ambassadors, and producing
 marketing and information material. That gave us very strong
 foundations and meant we were well positioned when we started
 seeking funds.
- I think charitable investors also look for passion, energy and conviction in the people running the programme rather than careerists and those for whom it is "just a job".
- Investors have also liked the fact that we apply high standards of transparency, accountability and good governance.
- Because this programme is run on a voluntary basis, there are no salaries or overheads coming out of the money being donated. Our investors have liked the fact that 100 cents in the dollar they donate is going towards the education of Indigenous children and not being absorbed on salaries and administration like it is in many other charities.

How have others been instrumental in the success of your Programme?

I spent a good deal of time - and continue to do so - explaining the programme to people of influence in the community. That includes business leaders, journalists, politicians, sports people, etc. These are the people that give your programme wings and momentum. My job then

becomes about harnessing that momentum and following up and being a good administrator.

I've always believed in surrounding yourself with people who know more than I do and are great at what they do, and then my job is about managing those people and their skills and contributions to achieve our objectives. The success of this programme is 90% about the others and 10% about me administering them and their contributions.

What do you feel is necessary in the leadership of the school and in its ethos for the Programme's success?

- 1. Conviction: the school has to genuinely believe that it has a responsibility.
- 2. Courage: the school has to be prepared to back its conviction even if things don't always go according to plan.
- 3. Patience: the school has to be in it for the long term and not focussed on short-term outcomes it's about creating permanent change in Australia that can't be done in three-year election cycles. If a school isn't in it for the right reasons the programme won't succeed.

What have been some of the major highlights and stumbling blocks in getting to where you are today with the Programme?

It's an amazing feeling of satisfaction when someone believes in this programme as much as I do and decides to invest their own money in this programme. That's given me greater satisfaction than any business deal I've ever done. And when I see people that have made a fortune in their business life who are willing to give away a large part of their wealth to try and help underprivileged children, it just gives me the most incredible admiration and respect for those people, and it's enriching and fulfilling for me to have the privilege of knowing such great people.

But without question, the highlight is always seeing the progress of the Indigenous kids we support. That really makes my heart thump. The stumbling blocks are too trivial to mention, anything can be a positive, it's just a matter of perception and approach.

What is the rationale for the Indigenous Programme that is being run at St Joseph's College?

Working to create future Indigenous leaders and role models; Break the cycle of Indigenous disadvantage; Promote Reconciliation among non-Indigenous Australians / students; Giving everyone a fair-go; Providing a template that other schools can emulate; Accepting that we all have a role to play in achieving these.

How does the Programme work for the Indigenous children and what impact has it had upon their lives?

In the case of every single student we have supported, it is totally life changing. The whole trajectory of their life is permanently altered.

What benchmarks do you use to gauge the success of the Programme?

- School retention
- School completion
- Transition to tertiary study and productive careers Other schools embarking on Indigenous programmes

How do you juggle the demands of voluntarily fund raising for this Programme and balancing all your other professional commitments?

I spend all my time working voluntarily so there aren't any other professional commitments apart from other voluntary boards I sit on.

What are your hopes for the future of this Programme?

That schools all around Australia seriously embark on similar initiatives so that we see thousands of Indigenous children enrolling at prestigious schools throughout Australia. And that those with capacity to do so continue to provide financial support, leadership, and encouragement so

that programmes like this are run in accordance with best practice principles from the private sector.

59 Eileen Pittaway

Eileen Pittway is the Director of the Center for Refugee Research, University of New South Wales, where she is employed as a lecturer in the area of International Social Development. She has been actively involved in refugee issues and the women's movement for over twenty years. Her major focus has been on the recognition of Rape in conflict situations as a war crime. She is a member of Asian Women's Human Rights Council, and co-chair of Asia Pacific Women's Watch (APWW), the network of women's Non Government Organsiations in the Asia Pacific Region. The major work of APWW is to monitor the implementation of the Beijing Platform for Action and the Beijing plus Five Outcomes document in the Asia Pacific Region. She has a particular interest in the relationship between the United Nations and civil society, in particular in Human Rights and their use by community groups at a local level. She recently worked on the Asia Pacific refugee input into the World Conference Against Racism and was co-opted to work on gender and caste documentation for the Asia Pacific region.

She has worked in both direct service provision and social administration in a range of community based organisations in Australia and overseas. She is an academic editor of The Australian Journal of Human Rights. She holds a Diploma in Social Welfare Work, a Graduate Diploma in Education, a Graduate Diploma in Social Administration and Masters Degree in Business Administration. She has recently submitted her PhD in the area of Refugee Women's Human Rights.

Interview with Eileen Pittaway

Do you think that there is an invisible barrier preventing women from reaching the highest level in your profession regardless of their accomplishments and merits?

I always find it hard to define my profession!! As an academic, the answer is Yes, it is still very difficult for women to reach the highest positions in the University System.

As a social policy analyst, there is still a bias against women in the field, and women who gain prominence tend to do so in "soft" policy areas.

International Lobbying is still very much "boys game". Over 80% of UN staff are men and very few of the women achieve senior status.

Why do you think this exists in your profession?

Same old reasons - those who have traditionally held power do not like to share it with new contenders - women. So called "womens" research is often considered to be of less value and less academically rigorous than the positive models more often employed by male academics, and which dominate many of the faculties. "Feminist Research" and feminist policy analysis are looked down upon and often dismissed as "not real science". It is much more difficult to get this type of work published than work using more traditional research methods. This is so pervasive that many women in the University system are afraid to use these methods in case their work is dismissed because of the methodology employed. This is despite long term failure of other methods to provide consistently verifiable data and effective solutions to problems addressed.

Is this barrier in your profession penetrable? How can the barrier be dismantled in your profession?

Yes - I think that slowly but surely we are breaking down the barriers. It just takes a lot of stamina, and we need a lot of younger women who are prepared to fight for their rights. The cleverly manipulated "post-feminist" movement did erode some of the gains we had made, but fortunately there are still a lot of thinking young women out there, and sadly, many of those who dismissed feminism as redundant are now experiencing discrimination and are beginning to fight back. It is a pity they had to learn the hard way.

Do you consider yourself to have broken through the Glass ceiling in your profession? If yes, how have you done this?

Yes and No. In International lobbying, yes, but if I am honest this could be because I am working in the women's arena, where many men fear to tread. At the University, I am the Director of a Research Centre and am holding my own in a competitive environment, so I guess that is a yes. People have finally stopped patting me on the head and telling me I will grow out of my idealism, (too much grey hair) and some actually listen to

my ideas now, which is a real turn-around and makes me quite amused sometimes!!

How did this happen? Suffragette grandmother, strong mother, unionist grandparents, the opportunities available to a 'pommie' migrant in Australia, pure bloody mindedness, hard work, 4 degrees, and a very strong commitment to what I do. Great family behind me too, gin and tonic and a sense of humour.

In general, what do you see as the underlying cause that must be addressed to shatter the glass ceiling in corporate and public Australia?

The old prescription - education, formal and informal and consciousness raising with young people both male and female. Slow but sure change - the economy cannot do without us and as the demographics of the world change it will matter less in the developed world whether one is male or female as long as one can add value to the economic system. More equality will be one of the unintended consequences of the demands of a capitalist society and globalisation. Basically, the underlying cause that must be addressed is that dirty old-fashioned word — patriarchy. Women across the world have to be regarded as equal to, but not the same as, men and we have a long way to go to achieve that. We cannot claim equality in the developed world while our sisters in the developing world are subsidising our affluence with their inequality.

60 Tanya Plibersek

Federal Minister for Housing and the Minister for the Status of Women.

Tanya Plibersek was elected to the Federal Parliament as the Member for Sydney in 1998 and became a shadow minister in 2004. During her time as a shadow minister, Tanya was responsible for a wide variety of issues including childcare, work and family, community, women, youth, human services and housing.

Following the election of the Rudd Government in 2007, Tanya was appointed the Minister for Housing and the Minister for the Status of Women.

Tanya and her husband Michael have a daughter, Anna and a son, Joe.

Ministerial Appointments:

- Minister for Housing from 3 December 2007.
- Minister for Status of Women from 3 December 2007

Interview with Minister Tanya Pilbersek

From your perception of women in government, what do you see as being the barriers for women who have been elected and those who are interested in a political career?

Politics is a demanding career for anyone. It can be a confrontational environment and it requires long hours and time away from your family. For those interested in a career in politics, they have to be prepared to work hard. Treatment by the media is different for women in politics and pre-selection can be difficult. It is tough, but the opportunity to significantly improve people's lives makes it worthwhile.

Given that your portfolio has included childcare, work and family, community, women, youth, human services and housing, which areas do you particularly find yourself being drawn to and which issues are you most concerned about?

As the Minister for the Status of Women and the Minister for Housing, these two issues are my priority. Homelessness, rental shortages and housing affordability are issues I am very concerned about. There are falling rates of home ownership in lower and middle income households

and the number of homeless people in Australia increased from the 2001 to the 2006 Census during a period of strong economic growth. Since home ownership makes retirement living easier, keeping housing affordable for young home buyers is important.

I also feel strongly about the need for gender equality in Australia. Australia is a world leader for women's education attainment, but we are at number 40 in the world for women's workforce participation. We are not effectively using women's abilities and talent and we are the poorer for it. This is an issue that needs our attention.

The high level of violence experienced by women in Australia is also unacceptable and I am committed to working towards the Australian Government's goal of reducing violence in our communities. Sexual assault and domestic and family violence are preventable and there is clearly a need for more work in this area.

In outlining that Australia is pursuing three key priority areas for advancing gender equality by improving women's economic outcomes and financial independence; ensuring women's voices are heard at all levels of decision-making; and reducing violence against women, can I ask how such outcomes can be achieved when prejudicial stereotypes of women dominate perceptions of women and are at the basis of women's inequities in the workplace, at home and in the community?

I think that these days, most women in Australia have a good range of life choices. Stereotypes persist and they certainly limit the decisions of many women and men, but it is possible to avoid being constrained by these stereotypes. We hear stories of women, and some men, creating new opportunities every day. Women represent more than half of the Australian population and I don't see them as automatically being a vulnerable group in society.

Despite this, we know that on many objective measures women are still not equal with men. Women are unfairly stretched between traditional roles as carers and modern roles as paid workers. Women are less likely than men to move into leadership positions. Women are currently retiring with half the savings of men. And half a million women suffer from violence each year. That is why I directed the Office for Women to focus on three key priorities: improving women's economic security, reducing violence against women and ensuring women's voices are heard at all levels of decision making. I know change is possible: you only have to see how far we have come in recent years.

What are your thoughts on the need for a universal paid maternity scheme in Australia? Do you envisage the Rudd Government funding a national 18 week scheme for paid maternity, at minimum wage rates for all working women?

I am delighted that the Government will introduce a comprehensive paid parental leave scheme. This is an historic reform that will provide greater financial support to families, potentially increase workforce participation and promote early childhood development.

The introduction of a Paid Parental Leave scheme demonstrates the Australian Government's ongoing commitment to supporting working families. The scheme will give more babies the best start in life. It will enable more parents to stay at home to care for their baby full-time during the vital early months of social, cognitive and physical development. The scheme encourages women to maintain their connection with the workforce and their careers. It will also help prepare Australia for the challenges of an ageing population.

Given that 1 in 3 women experience domestic or family violence in their lifetime and 1 in 5 experience sexual assault (Australian Bureau of Statistics), what do you see as being the strengths of the National Plan to Reduce Violence Against Women?

Violence against Australian women is a national problem that requires long term collaboration and teamwork if we are to genuinely achieve safety for individuals, families and communities. This is why the Australian Government announced on 29 April 2009 that it will develop through the highest forum in the country, the Council of Australian

Governments (COAG), an endorsed National Plan to Reduce Violence against Women by 2010.

The National Plan will identify how the combined work of police, courts, legal systems, health and community services and education can contribute to a reduction in the levels of domestic violence and sexual assault. The recommended strategies and supporting actions under the Plan will also provide clear guidance on how we can improve support of victims and survivors and to effect and sustain positive behaviour change in perpetrators of violence.

A particular strength of the National Plan will be the significant change to the way that governments and the service sector have traditionally considered the issue of violence against women. For example, the Government has shifted focus from measures that simply raise awareness of the issues to primary prevention and early intervention activities.

What has been the biggest challenge that you have encountered in your current Ministerial role for the Status of Women? What strategies have you employed to overcome it?

Reinvigorating women's policy not just in the Office for Women but across Government has been an exciting challenge. Working with departments to ensure they are considering gender in policy development will assist in generating better outcomes for women. This work is being progressed through a high-level Interdepartmental Committee (IDC) which was established earlier this year.

How would you describe your leadership in an environment which is dominated by men?

Women can have different leadership styles from men. Our life experiences and different perspectives mean that women and men often manage differently. That's why it is important to have women at all levels of decision making.

Whilst men still outnumber women in Parliament, the Government is helping to change the tide. A third of all elected members of the Government are women. We now have a female Governor-General and a female Deputy Prime Minister. We have seven female Ministers which is a record number for an Australian Government.

I am fortunate to be a woman in a leadership position who is surrounded by a group of talented and hardworking women and men. I try to draw the best from the people around me by encouragement and example.

What is one aspect that you would like to change in Australian society over and above everything else?

I'm passionate about both of my portfolios. I want Australian women to feel safe in their homes and walking down the street at any time of the day or night. The achievement of gender equality is certainly something I would like to see in my lifetime. We will all benefit when we use all of the talent that Australia has to offer – and that means making the most of our talented women.

I would also love to see the goal of having an equitable society with affordable and secure housing realised. The Government has committed \$20 billion to projects that target housing issues - from home ownership to homelessness - to support this goal.

61 Shirley Randell

Dr Shirley Randell AM was born on 8 March 1940 in Perth. She was educated at Perth Modern School and the Universities of Papua New Guinea (UPNG), Canberra, New England and London where she took degrees in education and philosophy.

After teaching Aboriginal children in isolated schools in Western Australia she had four children before moving with her family to Papua New Guinea where she lectured at Uniting Church teachers colleges and was Director of the Teaching Methods and Materials Centre at UPNG.

Returning to Australia, she began a 15-year career in the Commonwealth Public Service, including the Department of the Prime Minister and Cabinet and the Public Service Commission. She was made a Fellow of the Australian College of Education for contributions to the administration of major national initiatives in rural education, disadvantaged schools and professional development as Director of Commonwealth Schools Commission Programs. While Director of Programs in the Australian Capital Territory Department of Education she became a Fellow of the Australian Institute of Management and the Australian Institute of Company Directors and was awarded membership of the Division of the Order of Australia for contributions to public service, particularly in education. Her appointments before starting her own business in 1997 were Chief Executive Officer, City of Whitehorse, Director and Chief Executive of the Council of Adult Education and Dean of Academic Affairs at the University of Ballarat.

As a leading expert in Public Sector and Institutional Reform in Developing Countries, Dr Randell has provided specialist technical assistance to several governments in the Asia Pacific Region over the last five years. In 2001 she was Advisor to the Vanuatu Government's Decentralisation Review Commission and undertook training assignments with the Departments of Agriculture and Forestry. She also lectured Thai and Indonesian students at the Research Institute of Asia and the Pacific at the University of Sydney, and wrote a book on Ni-Vanuatu Role Models: Women in their own right funded by the Asian Development Bank (ADB). In 1999-2000 she was Performance Improvement Advisor with the Public Service Commission in Vanuatu after completing a project in Solomon Islands as Local Government Consultant with ADB on a Provincial Government Review for the Solomon Islands Department of Provincial Government and Rural Development. She has undertaken projects with the UniQuest, Philippines Center for Development, Management & Productivity, InfoTechs-I/D/E/A/S Sri Lanka, WD Scott International, Overseas Projects Corporation of Victoria, and IDP Education Australia. These include ADB studies in skills development for the PNG Government as a Women, Youth and Non Government

Organisation specialist in 1997 and the Sri Lanka Government as Quality Assurance and Gender & Development (GAD) Specialist in 1999, and an AusAid funded project for the Fiji Government's Department of Customs & Excise as Performance Management Systems, Business Process Re-engineering Training, Human Resources Management, and GAD specialist in 1998.

Dr Randell has spoken at a wide variety of Australian and international conferences, given talks, occasional addresses, openings, launches, lectures, seminars and workshops for parent associations, teacher organisations, industry groups, community groups, universities, schools, adult education centres, neighbourhood houses, government departments and service organisations, and been a frequent speaker at luncheon and dinner meetings about international, educational, ecumenical and women's issues. She has written extensively on public sector reform, education and human rights and been a regular broadcaster, particularly for the Australian Broadcasting Corporation.

Among the many government, community and university committees she has served on are as President of the Australian College of Education and Phi Delta Kappa Australian Capital Chapter; Chairperson of the Australian Council of Churches Commission on International Affairs, Healthy Cities Canberra and the Sexual Assault Working Party for the Central Highlands Wimmera Region; foundation member of the National Board of Employment, Education & Training and the Schools Council; and a company director of the YWCA of Australia, the National Foundation of Australian Women, the Sir John Monash Business Centre, the Institute of Public Administration Australia and the Australian Institute of Management. In 1999-2001 she was President of the Rotary Club of Port Vila.

Dr Randell has businesses in Sydney and Vanuatu. In 2002 she has assignments in Niue with the New Zealand Overseas Development Agency and in Solomon Islands with URS Asia Pacific. She is co-founder and mentor of the Vanuatu Association of Women Graduates, and has interests in physical fitness, cinema, theatre, music, scuba diving and travel, and four adult children and their families living in Sydney, Townsville and Balgo Hills.

Interview with Dr Shirley Randell

Do you think that there is an invisible barrier preventing women from reaching the highest level in your profession regardless of their accomplishments and merits?

It is very unfashionable to say this now but it seems to me that for inexperienced people the barriers are still invisible, and are just the same as they were when I was an inexperienced person. Many younger women are full of confidence in their ability and are sure that things are different now and will be different for them, but the statistics give lie to that. The community too takes refuge in, for example, the higher results of girls at the end of schooling, more female undergraduates and more women entering 'prestigious' professions like law and medicine. They rush in to support the boys, which is not politically difficult in comparison with paying attention to the struggle for girls. Women still have to have exceptional accomplishments, merits, role models and mentors, more so than men to achieve. Women still have to be consistently and extremely high performers to get to the highest level in their professions.

For experienced people the barriers are no longer invisible. They are visible but just as tricky to negotiate.

Why do you think this exists in your profession?

There is more diversity now in the highest levels of education, but so much depends on leadership style and role models. It is easy for leaders to be co-opted by politically conservative attitudes that have been fanned in the community. This makes it difficult for people interested in equity issues to make a difference. In my view, the still conservative raising of girls means that only a few will bubble to the surface and run the risk of speaking up. Those who would like to provide support but who cannot or will not lead, are left without direction, support and courage.

There seems to be a natural tendency for people to respect men in higher positions and not be as critical as they are of women in these positions.

Working in the Pacific and Asia, regions which have some aggressively male dominated societies there is a perception, both within and outside these nations, that men will be more acceptable than women to work alongside people in these societies.

Is this barrier in your profession penetrable? How can the barrier be dismantled in your profession?

Barriers are penetrable by leaders who have the right attitudes and skills in managing political requirements. There are far too few of these people who can lead in ways that allow them to introduce change that is evidence based, morally defensible and politically acceptable. There are many people who would be courageous followers who grieve the lack of such leadership and are less fulfilled because of it.

Do you consider yourself to have broken through the Glass ceiling in your profession? If yes, how have you done this?

To an extent yes, by working exceptionally hard, getting broad experience and qualifications, and being very supported. The main factors that supported me in high level positions in education and local government and continue to support me in international technical assistance are expertise and reputation, the willingness to take risks, spirituality and a sense of self, personal conviction and courage, forthrightness, political savvy, strong people skills arising from a genuine interest in people, some excellent mentors and friends, and some powerful connections, although these are diminishing through working alone. Part of my success may be due to a perception that I possessed qualities that induced 'fear' in some, which has perhaps limited the extent to which people in powerful positions might have sought to do me professional harm. But I do not believe it is paranoid to say that the tall poppy syndrome and the greeneyed monster are never far away, and they often get you in the end.

In general, what do you see as the underlying cause that must be addressed to shatter the glass ceiling in corporate and public Australia?

There is an underlying resentment associated with changing accepted community values. Gender roles and expectations begin with children in families and are reinforced by the media and by schools and society. The last six years has shown what a fragile issue equity is. People can very easily be turned back to rest secure in a comfort zone. Fortunately, a good number of these people seem to be beginning to feel that things are not quite right. Hopefully, they are regaining the strength to take on the battle for change again when the wheel turns around and the time presents itself.

62 Margaret Reynolds

Margaret Reynolds has had an extensive career in education, public policy and social advocacy. As a teacher for twenty years she worked in schools and teacher training institutions in Tasmania, the UK and Queensland.

In 1983 Margaret was elected to to the Australian Senate, a position she held for sixteen years. During this period she served as a Minister for three years in the Hawke Government, having responsibility for local government and regional development as well as the status of women.

During her parliamentary career she focussed on social policy development particularly in regard to the recognition of human rights and equality of opportunity for women and indigenous peoples. She was the Federal Governments representative on the Council for Aboriginal Reconciliation for five years and represented the Australian Parliamentary Labor Party at the United Nations General Assembly in 1997.

Since retiring from the Senate in 1999 Margaret has focussed on her roles as National President of the United Nation Association of Australia and Chair of the Commonwealth Human Rights International Advisory Commission.

She is a Visiting Professor in the Department of Political Science and International Relations at the University of Queensland.

In her home state she was recently appointed to chair the Women Tasmania Advisory Council.

Margaret combines speaking and writing commitments to promote a better understanding of the Australian democratic system and its responsibilities within the global community with a special focus on human rights and conflict resolution.

Interview with Margaret Reynolds

Do you think that there is an invisible barrier preventing women from reaching the highest level in your profession regardless of their accomplishments and merits?

Yes there is a barrier and in many sectors of corporate and public life. It is still highly visible!!

Why do you think this exists in your profession?

Within my own experience of the parliamentary workplace there remain barriers to women reaching the top of their profession. Firstly this is because political life is by its nature highly competitive. The rules of the "game " have been set by men and success is still largely determined by the ability to be ruthless, aggressive, and combative in the political arena. Some men may also find this style difficult to master, but many women are uncomfortable with this approach to problem solving in the workplace. Those women who do adopt a "tough" exterior are seen as too masculine and threatening to male egos, while those who opt for a more conciliatory style are seen as not up to the task. It is the classic "madonna or whore" syndrome and women politicians are frequently damned if they don't!

While the situation in Australia is slowly changing as more women are elected to our parliaments and take on senior roles, nevertheless we seem light years from having a Woman Prime Minister!!

Is this barrier in your profession penetrable? How can the barrier be dismantled in your profession?

Yes the glass ceiling in political life IS penetrable and women are successfully challenging the male bastion of politics. However there remain barriers which limit women's full and equal participation. The major problems to be overcome are...

- the nature of the major political parties which are by tradition male dominated and out of touch with the aspirations of women. (both potential candidates and voters)
- the nature of Parliament, its isolation and lack of flexibility in adapting to changing relationships and family structures.
- the innate conservatism of the media in regard to gender roles.

These barriers are constantly being challenged by women parliamentarians, but feminist solidarity is sometimes lacking with certain women finding it easier to accept a more traditional supportive

role within political life. Reliance on male mentors is difficult to avoid while men dominate senior positions and some women parliamentarians find they must compromise their principles to achieve promotion.

Dismantling these barriers can only occur if more women are prepared to choose a parliamentary career and are prepared to continually challenge the outdated style of parliamentary debate and policy development.

Do you consider yourself to have broken through the Glass ceiling in your profession? If yes, how have you done this?

As a woman elected in the 1980s I was fortunate in having a number of committed feminist colleagues who supported each other and strongly advocated a feminist agenda. Did we succeed?.....Yes!! And No!!! At a policy level we instituted legislative reform that was significant in changing attitudes and practices. However a number experienced barriers which restricted their careers and there were blatant double standards applied in certain situations.

I was among the more fortunate in achieving ministerial status and succeeding in several other senior positions. How was this possible...a combination of factors and an element of luck! I know that is not the "correct " response, but politics is essentially a question of timing, patience, and persistence (and a degree of cunning!)

In general, what do you see as the underlying cause that must be addressed to shatter the glass ceiling in corporate and public Australia?

The key cause is a long-standing male chauvinism in Australia where sporting masculinity and mateship are valued ahead of intellectual achievements. This has impacted on the way politics has developed so that parliamentary debate more often resembles a game of football than a rational debate about ideas and possible resolution of conflict. The culture of the parliament will only change as society itself changes to value women and men genuinely debating issues in an atmosphere of respect and tolerance.

P.S. Yes I am an idealist!!

63 Ocean Robbins

In 1990, at age 16, Ocean Robbins was co-founder of YES!, (yesworld.org) which he directed for 20 years. Ocean has spoken in person to more than 200,000 people and facilitated more than 50 week-long gatherings for leaders from 65+ nations. He serves as an adjunct professor in the Peace Studies department at Chapman University. Ocean is author of Choices for Our Future and of The Power of Partnership, and has served as a board member for Friends of the Earth, EarthSave International, and many other organizations. He is a founding member of The Turning Tide Coalition, co-founder of the Leveraging Privilege for Social Change program, and founding co-convener of Leverage Alliance. Ocean is a 2008 recipient of the Freedom's Flame Award, and of the national Jefferson Award for Outstanding Public Service by an Individual 35 Years Or Younger.

Ocean lives in the mountains of Santa Cruz, California, with his beloved wife Michele, and their identical twin boys, River and Bodhi (born in 2001 with autism). Ocean, Michele, River and Bodhi live 100 yards from Ocean's parents, Deo and John Robbins.

In this interview, Ocean reflected on his founding of the Yes organisation.

Interview with Ocean Robbins

When you founded Yes in 1990 at the age of 16, what was the catalyst that motivated you to do so, and what made you resume it in your adult life?

I started YES! in response to parralel realities: massive problems in our world, many of them being driven by the actions of human beings – and a generation of young people who felt overwhelmed with cynicism and powerlessness to make a difference. I felt that if we could awaken a sense of meaning and purposefulness in young people, a vital difference could be made in their lives and in the world.

Yes is defined as an organization that "connects, inspires and empowers young changemakers to join forces for a thriving, just and sustainable way of life for all." What do you see as being a sustainable way of life?

Ecology tells us that everything we do sends out ripples. We're merely a strand in the web of life, and whatever we do to the web, we do to ourselves. Ecology is the interconnecting of all the issues we face in the

world today. We must keep broadening our definition of the environment: not just the trees, water, air, ozone layer or global warming; it is also people, and the social climate of our times. To be an environmentalist means to cease being a helpless victim of problems we didn't create and become a participant in the transformation of our world. Each of us has the capacity to become an environmentalist, one who cares for the commons, for that which surrounds and protects us.

There is a myth in our society of the separate self, that we are somehow individual, disconnected from one another, that we can enrich ourselves, become "wealthy" materially or socially or spiritually, at the expense of other humans or other life forms. It is a lie we must challenge at its roots if we are to create a world that our grandchildren deserve.

The truth is that we are far more interconnected than we most realize. Around the world, tropical rain forests are falling and indigenous peoples are loosing their homelands and their entire way of life. In the United States, three out of five African Americans and Latinos live in a community with a toxic waste site; it's called environmental racism. As long as we create pollution, it has to go somewhere. As long as certain communities are being marginalized or exploited and people don't have the money or the time to speak out, polluters will have a place to deposit toxins. The issues are all interconnected, and we cannot just solve one problem without recognizing that we must solve "the totality."

How does Yes inspire youth to create positive change in any fields of life? What are the essential elements of what is conveyed to youth to empower them to create and manage change?

The problems are connected, and so are the solutions. I am a father, with identical twins born early in 2001. I believe that a world based in love, solidarity, justice and sustainability is a part of the birthright of every child that's born. And those of us born into the world we now face came in, I believe, with a mission for our lives and a prayer in our hearts. We all hold a vision of the way this world could be. A vision, utterly precious to

us, of a world where people and the Earth are honored and respected. A world of diverse cultures and universal human rights. A world where starvation, poverty, war, racism and ecological destruction are things of the past – a world that calls forth and brings into being the highest aspirations of humanity.

YES! believes that by connecting the dots between people, issues and movements, we can help to catalyze a more unified, synergistic, and powerful movement for positive change in the world. At the World Jam in 2000, Clayton Thomas-Muller, an indigenous Cree activist, held a piece of sweet grass and then snapped it with ease. Then he braided a cluster of sweet grass, and it became an almost unbreakable rope. Our movement can be like that cluster. Bring us together, across the lines of race, class, gender, region, and area of focus, let us unite and together pour our hearts and lives into our unique pieces of our common vision, and I believe that we can participate in the transformation of our world.

How do you define leadership? What style or theory of leadership do you advocate others to follow to create change?

To me leadership is taking a stand, with our lives, sometimes against all odds, for a belief that hope is alive and it is possible to turn the crises of our times around. Leadership is following the beat of our own drummer, not the rhythms that have been ready-made for us by the cubicles and plastic packages of the world around us. Real leadership means trusting what we know inside, and being willing to listen and learn new things, rather than being ruled by the status quo. I don't believe that "leaders" must have "followers", but rather that leaders can at time function as catalysts that help others to also find their leadership. More like sparks that ignite the flame in others, than like a CEO that tells the organization what to do.

I believe that real leadership is about hope. Hope is not a spectator sport, something that comes while sitting on the sidelines, calculating what's going to happen in the world. Hope must come from the prayers and the

dreams and the commitments that move through our lives; we must find a way to live hope, not as a noun, but a verb, something that must move through us, an action.

What is the best success story of Yes thus far?

YES! has held more than 90 week-long gatherings, which we now call Jams, for young leaders from 65+ nations. Each Jam brings together 30 young leaders from diverse places who are doing exceptional work on behalf of a thriving, just and sustainable future.. Our alumni have started more than 400 businesses and organizations designed to work for positive change. A recent survey of our alumni found that 100% of our alumni feel that Jams are a unique space for young changemakers to engage with each other, and 96% say Jams foster deep inquiry, healing and well-being.

What is your involvement in the Yes foundation as its Director? How widespread is your organization and how does it operate in other countries?

I am the director of YES!, working in tandem with a staff of 7 and a global community of organizing partners on 5 continents. Our team is currently organizing events in New Zealand, India, Senegal, Brazil, and across the United States.

What do you see as being the most crucial aspects of our life/world that need change?

We must be open to the painful realities of our times, the tremendous madness in our world today. Every day on our planet we have less ancient forests, every second we lose more than a football-field-sized chunk of tropical rain forest, every day we have more air pollution, water pollution, every day tens of thousands of people die of hunger, every day we have more guns, bombs, madness on this planet.

At the same time, we must be open to something that is precious and sacred and beautiful, worth fighting, loving, living for, the beauty of humanity, of this earth. There is something so precious about this world, about this world's people. That a child dies of starvation on this planet

every two seconds is so numbing and overwhelming, because every child is so precious. As a father of four-year-old twins, I am moved by the preciousness of every life because I know how much I love our little munchkins and that all children deserve to be celebrated, supported, upheld, to be who they are, to give their gifts to this world. Everybody has unique contributions to make to this planet. There are more than 6.5 billion parts to play in the transformation of our world, each a unique path, coming out of our histories, our struggles and devastations, and our dreams for the future. Whatever love, nurturance, opportunities and privileges have been given to us, they're ours now. In this precious and wild and crazy thing we call our lives, what choices will we make? What will be our impact upon this planet? and upon those with whom we share it?

What qualities do you admire in other leaders and what qualities would you like to strengthen in yourself to enhance your leadership?

I admire people who have a sense of perspective. I'm 33 years old and have been working for social change full-time for more than half my life, and I know I'm just beginning. I want to be around to see what's going to happen, and I want to be nourished and fulfilled along the way. I also realize this thing called humanity is going to be around for a long time if we do our job right. We have roots that go way back, and we truly stand on the shoulders of giants as we move along our path, some of them famous, most with names we will never know. Without them, we would not be having this conversation today, and women, people of colour or even people who don't own land would not have the right to vote in many countries. We would not have so many freedoms or opportunities to express ourselves, to make a difference. We might not have those ecosystems that still sustain us. We would not have those trees left standing that do provide the air we breathe today. So we must give thanks for all who have gone before us, who have made possible the expression and the

lives that we live today, while also realizing that there is much left to be done.

64 Tony Ryan

Author of Thinkers Keys

Tony Ryan is an educational consultant and writer and offers professional support to school organisations throughout the world on issues such as change leadership, lifelong learning and quality classroom practice. He has presented numerous keynotes and workshops at state, national and world conferences in the past 15 years.

He is the author of the Thinkers Keys program, which was released in an earlier paper-based format and is available for free at **tonyryan.com.au**. The latest updated version is available for sale at the same site.

Tony has been engaged as a teacher-in-residence in over 400 schools throughout Australia, New Zealand and Asia. In this role, he teaches extensively, and offers guidance to teachers with their everyday practice. Many of his ideas used in his work can be found in his blog at **tonyryan.com.au/home/blog/**

Tony is a director of School Aid (**schoolaid.org.au**), a non-profit charity that supports all school systems in Australia to provide support in times of global crisis.

Interview with Tony Ryan

Can you describe what are the 20 Thinkers Keys and the purpose behind the concept?

I wanted to clarify 20 (and only 20) specific thinking strategies that could cover the full gamut of thinking. Some are very specifically within the critical domain; others are outrageously creative. The earlier version were very concise; the 2006 version expanded upon them somewhat and altered quite a few of the original Keys. Their purpose has always been to deeply infuse thinking within the curriculum. The meta-purpose: To create a future society that can think for themselves, rather than to believe everything that is offered through the media.

In which particular area and age group have you found the implementation of these Keys most effective?

Upper primary and early secondary appear to be the age groups that most utilize the Keys. However, in saying that, I need to point out that I've seen

some amazing thinking being generated by 5 year-olds when they use the Keys. They've also been used in Uni lectures, and even in the corporate world.

What are some of the other mind engagement techniques that you employ and promote?

Endless options here. Here's one of the Specials. Anything that is inquiry-based. Units that are formed around an authentic intellectually rigorous inquiry-based assessment task will get most kids thinking. Bit of a mouthful, yet every descriptor is vital. Examples? For a class of 10-year-olds to develop a podcast that challenges adults to rethink the very structure of today's schooling systems; and to provide viable alternatives. To then present this podcast (replete with justifiable examples) as a workshop at a teacher conference.

In the current saturated information age, how do your strategies assist educators and trainers engage individuals?

The Thinkers Keys are simple and concise, without being too simplistic (especially the latest versions). In our present saturated learning environment, anything that is based on the KISS principle (Keep It Short and Simple) is a winner. It's a variation on the one-page rule. If you can't put it on to one page, it's too complicated and time-consuming. And so, when it's easier to read / understand, it's more likely that most people will choose to be more engaged. And don't get me wrong here; complex and intellectual is sometimes great for the brain. Just not all the time. It exhausts you.

What has motivated you to develop and sustain your initiatives in the educational and business world?

It's one of the oldest clichés around, and it still stands the test of time. When you know that you make a difference in kids' lives, it keeps you going. I am honoured that my initial ideas have been adopted in so many classrooms. And I cannot adequately describe how it feels when 9 or 14

year-olds demonstrate their learning and ideas to you, after having used the Keys.

How can your Thinkers Keys be applied to the difficulty's women encounter in the area of breaking through the glass ceiling to achieve equality and parity?

I always say: Get creative. We are, right now, in a transformational age of humanity, and this rapid time of change will require us to become more creative than ever before. Earlier inequalities in any form of endeavour were caused in part by inadequate thinking. We need new paradigms of communication between all people, and it will come from using Keys such as the Perspectives Key, the Improvements Key, the Brick Wall Key, the Ridiculous Key (most of these are in the earlier version, which can be downloaded at www.tonyryan.com.au in the Free Materials section).

From your experience, what are some of your observations about how people in the top echelons of business think as opposed to those who struggle to climb the ladder?

They believe in themselves. More clichés, yet your life is determined by what you think about all day long. High achievers might still occasionally doubt themselves, yet they're prepared to put their plans into action. And that takes lots of focused thinking.

How have you dealt with individuals who think using old patterns, prejudices and stereotypes including gender biased ones?

We can never force someone else to change; we can only model for them what is best for our civilizations on this planet. Someone famous once mentioned that we must become the change we wish to see in the world. And unfortunately, that takes time and patience. Maybe even 3 generations. Too long for you?? Then think again. In the grand history of the planet, that's not long at all. Remember that just 300 years ago, most people accepted and supported slavery. Now we have thankfully moved on. As we will with old-fashioned prejudices and stereotypes.

Do you think that boys and girls learn differently and should be taught differently?

Yes, the genders do learn differently. Anyone who teaches is aware of that. Any well-respect neuroscientist also will reinforce for you that the male and female brains respond to various circumstances in different ways. Should they be taught differently? Paradoxically, yes and no (given the previous sentences). There are common pedagogical elements that must be offered to ALL learners (eg deep understanding, narrative, explicit quality criteria). However, within each of those elements, there are a myriad of possibilities on their application. And gender differences must be taken into account as we choose from those possibilities.

What would you like to see change in how we educate our children at home and at school?

Depends upon what we mean by 'change'. Many educators (teachers and parents) already accomplish fantastic things. They really do. However, that's not to say that they can't enhance what they do even further. So, here are a few thoughts on what may come to fruition over the next ten years:

- Web 2.0 environments (eg Twitter, FaceBook) will be supplanted by Web 3.0 learning worlds, in which a web-based learner can comprehensively explore a series of inquiry-based learning projects at their own learning pace.
- School environments will still be relevant to learning. It's just that we will need to rethink the concept of 'school'. Paradigms such as 9 to 3, the 40-week year, and classroom-based instruction will undergo a revolution. A school will comprehensively align with the local community and will support the inspired learning needs of everyone from the ages of 0 to at least 100. For 50 weeks of the year, for 16 hrs / day.
- Teachers will become a form of Learning Agent who contract their skills to families, businesses and specific interest groups. Teaching teams will be encouraged to provide their expertise in resolving a series of educational and social issues in their local and in other communities.

Permanency of position will still be a standard scenario, although extra support and encouragement will be offered to those who are inspired by the manner in which they make a difference in their community...and thus, the world.

65 Jocelynne Scutt

Dr Jocelynne A. Scutt is Anti-Discrimination Commissioner for Tasmania, operating under and administering the Anti-Discrimination Act 1998 (Tasmania). Prior to becoming Tasmania's Anti-Discrimination Commissioner in October 1999, Dr Scutt was in private practice at the Melbourne Bar, where she specialised in administrative law, anti-discrimination and equal opportunity, tax, corporate law and banking, criminal law, immigration, property and equity, human rights and the rights of Indigenous people. She is founding director of Artemis Publishing and of the consultancy Light & Power, and co-founder of Steadfast Communications. She has been a director of the Victorian Women's Trust, a member of various boards including the Victoria Law Foundation, Social Biology Resources Centre, New South Wales Women's Advisory Council, the Australian Institute of Political Science, and of the Copyright Tribunal.

After graduating in law from the University of Western Australia in 1969 (LIB), Jocelynne Scutt attended the University of Sydney where she gained a Master of Laws (LIM) degree and Diploma of Jurisprudence (Dip. Juris) before studying overseas at Southern Methodist University and the University of Michigan in the USA, the University of Cambridge in the United Kingdom, and the Max-Planck-Institut in Germany. She gained another Master of Laws (LIM) and her Doctor of the Science of Jurisprudence (SJD) in Michigan in 1974 and 1979, and Diploma of Legal Studies (Dip Legal Studies) from Cambridge in 1976. Subsequently she gained a Master of Arts (MA) from the University of New South Wales (1984) and in 1994 was awarded the degree of Doctor of Laws (LID) (Honoris Causa) by Macquarie University. She is suspended, midstream, in studying film and television at the University of the Royal Melbourne Institute of Technology (RMIT), and is currently writing on 'Golden Girls, Wise or Wanton Women? Diana, Marilyn and Grace', an ethical insight into the cult of celebrity and attempted denial of women's agency.

Jocelynne Scutt has worked with the Australian Law Reform Commission, the Australian Institute of Criminology, the Victorian Parliamentary Legal and Constitutional Committee, and was Deputy Chairperson of the Law Reform Commission, Victoria, before going into private practice at the Bar. She practiced primarily in Victoria, as well as in Tasmania and the Northern Territory, and practiced also in New South Wales, South Australian and Western Australia, as well as doing opinion work in the Australian Capital Territory and Queensland.

Some of her books are Even in the Best of Homes - Violence in the Family, The Baby Machine - Commercialisation of Motherhood, The Sexual Gerrymander - Women and the Economics of Power, Women and the Law, Breaking Through - Women, Work

and Careers, Taking a Stand - Women in Politics and Society, Living Generously - Women Mentoring Women. She is editor of the Artemis 'Women's Voices, Women's Lives' series (ten books published and five at various stages of production), has a number of books in the planning - including Reputation - Image, Ethics and Respectability, and has recently completed a book on equal pay, for the Australian Federation of Business and Professional Women, National Council of Women and New South Wales Trades and Labour Council, Wage Rage - Women's Struggle for Equal Pay.

Under the nom de plume Melissa Chan she has published crime novels and short stories and co-edited anthologies (with J. Terry). She has read her work at various venues/writers' festivals - including Adelaide Writers Festival 1994.

Interview with Dr Jocelynne Scutt

Do you think that there is an invisible barrier preventing women from reaching the highest level in your profession regardless of their accomplishments and merits?

The barrier is not invisible. It is peopled by persons of the male sex/gender who in past lives made rulings that

- (a) women should not be allowed to go to university;
- (b) once there, should not be allowed to enter articles to become practising lawyers;
- (c) once 'in' articles, should not be allowed to be admitted to practice.

These people were called 'judges' and made these 'rulings' by recourse to what they called 'the law'. (One could hardly call it 'judicial' or 'just' - in any reasonable or reasoned sense of these words.) Once women went into practice, then the issue was 'getting work'. In the 1970s Louise (family name escapes me - will come) did a survey of why women lawyers were crowded into narrow areas of the law (conveyancing, family law, criminal law). She found this was because criminal law was mostly legal aid - hence, poorly paid; family law was 'what women did' (really - 'ought' to do); conveyancing was 'women's work' - that is, they were 'up to' it. She found that one of the biggest obstacles was male solicitors who wouldn't brief women barristers - they used excuses such as that their clients

'wouldn't like it'. They hadn't asked their clients - it was an assumption they made. In the 1960s a woman in Sydney 'made it' to a partnership in her firm. She was written up in all the newspapers - this was the 'evidence' of the 'new wave' of women into the 'upper echelons' of the profession. As she said to me, no one followed her for decades - at least, there was no huge surge forward. Rather - it was the usual.

The notion that when one or two women go into a male-dominated area, they are 'taking over' or are 'the new wave of the new century' (last century) etc etc. Today, women may become partners in large law firms. However, one has to ask on what terms these partnerships are 'granted'. Mostly one would find they are salaried partners, not equity partners. One then must ask what level are their salaries, and compare/contrast them with fellows salaries. Then, if they are equity partners (rare) they are unlikely to be on the same equity as their male 'mates'.

Some women who have 'made it' (think they have made it) in the law, will say there are no barriers - they have 'never been discriminated against'; therefore, there aren't. Just putting to one side the lack of perception (mild criticism this) in this notion, what about the selfishness in it? Don't they even pay any attention to anyone else? What about the women who 'haven't' 'made it'? Does this mean that they (of course) are dumb, stupid, etc, etc, whilst the women 'up there' are oh-just-so-bright, etc, etc. no. It doesn't. It means - yes, you guessed it - there are barriers and unfortunately these 'there's no discrimination' women, are part of the problem - a big part. (Although one should never lose sight of what the major problem is - not lacking-in-insight selfish women, but ever-so-perceptive and selfish men! These latter are the ones, of course, that let the women do their work for them.)

However, all that having been said, I wonder why there is all this concentration on the glass ceiling? What about the concrete canopy that shuts out the day light from the women working in factories and sweatshops, for little or nothing? What about some concern about the

vast, vast bulk of women in Australia and in the world, who don't have the luxury of looking up through glass at men's bottoms but can't even see the tops of their sisters' heads - because it's so dark down there.

Why do you think this exists in your profession?

Blokes and 'sucked in' women.

Is this barrier in your profession penetrable? How can the barrier be dismantled in your profession?

It depends who's doing the 'penetrating'. If you go along to get along you might get along, and somehow 'make it'. But a warning - what does 'making it' mean, anyway? Women are not accepted on the same terms as men (I mean vis-a-vis respect, acknowledgement of brains, etc etc). Ask the sole woman judge on the high court. She's said a word or two on all this - and as the 'top' woman in a male dominated profession, she is the one worth listening to - not one going along to get along. Just ask a few judges what 'merit' means. I doubt you'll find any/many who actually understand the subjective nature of 'merit'. Contributions to the 'debate' last century (in the 1980s - late) on judicial appointments indicated this so well. 'We can't make the judiciary "representative" if this means promoting women and minority groups. After all - how could they possibly be "impartial" if they're promoted?' Clearly, according to this 'intelligence', only white middle/upper middle-class males can be 'impartial' or 'meritorious'. This is, of course because they 'carry no baggage' - not like women and minority groups, who are not able to 'rise above' their woman-ness and 'minority-ness'....

Do you consider yourself to have broken through the Glass ceiling in your profession? If yes, how have you done this?

I think the glass ceiling debate is a *furphey*. I think we need to spend time on worrying about the women at the bottom who are struggling to survive, not about the women in their black BMW-s who think they've made it, or almost made it, and want us all to concentrate on doing

something about the glass ceiling so that they can sit on it comfortably ignoring the bodies below.

In general, what do you see as the underlying cause that must be addressed to shatter the glass ceiling in corporate and public Australia?

Putting a bomb under the concrete canopy so that the strong, struggling, powerful women under it can get out. Let us all look at the sky together. The brains of the women under the concrete canopy - in the factories, etc, their persistence and abilities are what we need. We need to join them in a joint struggle, not one that is only 'about us' and 'for us'. I'd rather be alongside the women workers getting their strength and learning from their strategising, than nosing about amongst the blokes ankles any day. after all, that's where the women who 'break' the glass ceiling generally are — a toehold on the toes of the blokes who stuck the glass ceiling there in the first place.

66 Nazhat Shameem

Judge, High Court of Fiji

Justice Nazhat Shameem is a judge of the High Court of Fiji, a position she has held since 1999. She was the first woman judge appointed to the High Court of Fiji.

She previously held the position of Fiji's Director of Public Prosecutions. While in that office, she chaired the Children's Coordinating Committee, a Committee set up by Fiji's Cabinet, to implement the rights of the child in Fiji after ratification of the CRC.

She also worked with the police force to set up a Sexual Offences Unit in the police force, and has worked for many years on improving access to justice for women and children in Fiji. She is a member of the Advisory Council for Initiatives For Gender Justice In The International Criminal Court, and has worked with that NGO on gender training for the judges of the ICC at the Hague.

She is a graduate of Sussex University, Cambridge University, and is a barrister of the Inner Temple, London.

Justice Nazhat Shameem gave an address in May 2008 to the Soroptimists Club when she said, "You have asked me to speak about women and our society. That is a subject dear to my heart. The experiences of women in our society, the way gender, culture and ethnicity colour other people's perceptions of women and how those perceptions in turn derail the initiatives of women, are matters I am very familiar with. Perceptions of women are driven by gender stereotypes. They are not founded on reality. But they destroy women's chances of a level playing field..."

Interview with Justice Nazhat Shameem

What experiences and insights have led you towards choosing a legal career?

I went to a multi-racial school in Fiji, and I was a compulsive reader. My mother was a school-teacher and my father a poet, philosopher and playwright. I always saw the law as a vehicle for non-violent social change. The concept of equality before the law I saw as protecting the underdog and disadvantaged from the tyranny of the majority. The combination of my home and school environment, with everything I read about the law, led me to choose the law as my career.

How did you break through the "glass ceiling" and are there similar opportunities for other women in law or other fields in Fiji?

Fiji's glass ceiling is tough, because our community is driven by both ethnicity and patriarchy. I am a Muslim, Indo-Fijian woman, and the combination of my race, religion and gender is very hard for many people to stomach. I was made Director of Public Prosecutions in 1994, after acting in that position for one year. I believe I was appointed firstly because there had been a severe "brain drain" after Fiji's 1987 coup, and secondly because I always maintained a non-political position in the highly charged political atmosphere surrounding our legal system post-1987. The hard part was not the breaking through, but was the maintenance of my position after my appointment. Sexual stereotyping led many to try to pressurize me or manipulate or simply to bully me, into furthering particular economic/legal/political positions. It was a most difficult and testing time.

Ten years later, there are many more women who hold senior legal and judicial positions.

What have been some of the positives and negatives of being at the top of your profession and the only Indo-Fijian female Judge in Fiji's High Court?

The most rewarding part of being in a position of leadership, is that you are in a position to forge social and legal changes. You can persuade governments to ratify the UN Convention on the Rights of the Child, Commissioners of Police to set up specialized units for offences against women and children, and Ministers of Education to abolish corporal punishment in schools.

But the down side is that the more change you personally drive, the more of a threat you become to the establishment. So the stronger and the more determined you become to effect change through the law, the more you become the victim of stereotypical and hostile attacks. The stereotypes accompanying the strong woman image, are then compounded by racial

stereotypes accompanying the Indo-Fijian. And in recent years since September 11th, the stereotypes accompanying the Muslim. So in turn, I have been called hostile, spiteful, manipulative, devious, cunning and power-hungry. It is not surprising that many women in Fiji decide that it is too difficult to continue to forge change. For all the rewards attached to my position as an Indo-Fijian female High Court judge, there are an equivalent number of sanctions.

From a legal perspective, what have been some of your observations about women's conditions in Fiji and the impact of crime and justice on their lives?

In my opinion, women in Fiji continue to be affected adversely by poverty, lack of education, lack of access to housing, legal services, and civil services, and by the legal system. Although our courts have abolished the law on corroboration in sexual cases, and although our Constitution guarantees the right to equality and freedom from gender discrimination, the women in Fiji remain disadvantaged in real terms. As I have said, Fiji has deeply entrenched patriarchal communities. There is a danger that judgments and laws which declare the right to equality have no real meaning to the lives of most of our women.

Do you see yourself as being a leader? How would you describe your leadership?

I accept that as a High Court judge I am in a position of leadership. Whether I always make correct decisions in that position I cannot say. I only know that I try to get it right.

I think my style of leadership has been described as consultative and egalitarian. For myself I like to be part of a stable work environment with maximum transparency and daily social interaction. I find that such an environment prevents conflict.

You have spoken out about prison conditions for remand prisoners in Fiji. Do you see this as demonstrating leadership that is beyond the role you have? Did your views on prison conditions and mandatory imprisonment for drug offenders in Fiji lead to change?

My judgments on prison conditions arose out of bail applications. Fiji's Bail Act 2002, lists conditions of custody as a relevant factor in a bail application. I visited the prison and ruled on the conditions, as part of my judicial duty.

The conditions were unacceptable under the Bail Act and section 25 of the Constitution which provides for freedom from inhumane and degrading conditions. My decision was not popular with the government of the day and with many people who believed that prisoners deserve whatever they get. However a judge cannot be concerned with what is popular, only with what is right and just. In that sense I did not act beyond my judicial role.

However, my decision (and that of the other judges at the time) led to an improvement in the remand conditions. In relation to my decision in State v. Audie Pickering on mandatory imprisonment for young offenders, the Drugs Decree was later repealed and replaced with the Illicit Drugs Act 2004, which left sentencing open to the discretion of the courts.

What have been some other initiatives that you have undertaken outside of your role that are aligned to your passions and direction?

I chaired the Children's Coordinating Committee from 1993 to 1999, and in that capacity was able to see many changes effected to Fiji's laws on children. I was National Co-ordinator for Judicial Training from 2002 to 2005 and was able to ensure that all judges and magistrates were exposed to a continuous programme of judicial training. That was very satisfying.

Also satisfying was working with the media on making our court processes more transparent to the public. That project in 2005 and 2006

involved ensuring access to all criminal judgments by the media and the public.

Finally, I currently chair the Criminal Justice Council, a body made up of the Commissioner of Police, Commissioner of Prisons, Director of Public Prosecutions and Permanent Secretary for Justice.

The Committee discusses important issues in relation to the criminal justice system, with a view to changing what is not serving the people of Fiji well.

How do you support other women professionally? Do you see this as being important?

I believe that supporting other women is very important, provided it can be done without losing judicial impartiality (both perceived and actual). So in a rape case I cannot support the victim. What I can do is to show sensitivity to the way the justice system has impact on women's access to substantive justice, and to implement the law to affect such substantive justice.

Out of court I enjoy a network of other women judges and lawyers. I am a member of the International Association of Women Judges.

What would you like to change for women in Fijian society?

I would like to see substantive equality for women. I would like to see a greater voice for women. I would like to see every girl and woman educated to the level of her wishes and ability.

What is your vision as High Court Judge?

To do justice for all people, without fear or favour or ill-will, and to uphold Fiji's Constitution in all things.

67 Peter Spitzer

This interview with Dr Peter Spitzer, Australia's best-known Clown Doctor and co-founder of the Humour Foundation Charity, was done in 2002. Dr Switzer sadly passed away on 9 August 2014.

Dr Peter Spitzer MB BS, FACRRM

- Chairman, Medical Director Humour Foundation
- Churchill Fellow

Peter is married with 2 children and has lived and worked in Bowral for the past 22 years. Until recently a 1942 WLA Harley Davidson was also part of the family. For some reason, however, it wasn't allowed in the bedroom.

As well as working in general/family medicine, he uses acupuncture, hypnosis, counselling, musculo-skeletal medicine and Provocative Therapy.

Peter is the chairman, medical director and a co-founder of the Humour Foundation Charity, which was established, in late 1995. He is involved in selection and training of Clown Doctor hospital-based teams throughout Australia.

He regularly works as Dr Fruit-Loop at Sydney Children's Hospital Randwick and Children's Hospital at Westmead. His main aim is to infect the wards with laughter and leave his patients in stitches.

He is actively involved in lecturing and conducting workshops on humour in practice to doctors, medical students, nurses and other health-care professionals. He has articles published in the media and medical journals.

Being chosen as an Olympic Torch Bearer was definitely one of the highlights in 2000.

He initiated and travelled with fellow Clown Doctors to East Timor in 2000. The aim was to help children find their smiles again. Along the way medical supplies were distributed. Australian children eagerly helped make "bags of fun" to help lift the spirits of children in East Timor.

In a new initiative, in 2001, he conducted workshops for the Department of Corrective Services in the use of humour in the new maximum security unit in Goulburn NSW.

He was awarded a Churchill Fellowship to study the impact of overseas Clown Doctor programs on the health care system. This 3-month study began in April 2002.

"Laughter is the most inexpensive and the most effective wonder drug. Laughter is a universal medicine" Bertrand Russell

Interview with Dr Peter Spitzer

Can you describe the main aims of the Clown Doctor Program and the criteria needed to be met if one is interested in applying for the Clown Doctor Program?

The Humour Foundation is a charity that was formed in 1997. Its mission statement is "To introduce and promote the health benefits of humour to patients, their families and health care professionals".

The main "operating arm" of the Foundation is the Clown Doctor Program and its vision statement is:

"Go in with our hearts open___ Play, with respect___ Connect with compassion___ To uplift the spirit".

As Clown Doctors of delight we utilise a wide variety of performance techniques to dispense doses of mirth, infect the ward with laughter and leave everyone in stitches.

International research has found both physiological and psychological benefits to patients. Doses of humour help relieve fear and stress and help recovery. The whole hospital community benefits... patients, families and staff.

Clown Doctors need to be professional performers and we then train them to work in the hospital environment. They have a variety of backgrounds that include clowning, music, mime, theatre, juggling, close-up magic, improvisation etc. At present we have 32 Clown Doctors working around Australia. Interested performers make contact with us and send in their CV.

I understand that Clown Doctors are not Medical Doctors, but professional performers who have additional training to work with sick children in hospitals. Are there any Doctors within the Australian Medical Community who would like to become Clown Doctors or are you the only one?

I am the only medical practitioner who works as a Clown Doctor. I wouldn't be at all surprised if there are other doctors out there who would like to be Clown Doctors. They would need performance skills and be prepared accept a pay cut.

We do, however, conduct workshops for doctors in bringing the performance/humour modality into their daily practice. Adding this creative dimension enhances communication, improves the delivery of technology of medicine, reduces stress and burn-out. And it adds a bit of fun into a busy day.

Are tertiary students of medicine and health related areas given the option of learning about Humour in Therapy? Have you encountered difficulties in getting such teaching to be a part of the established teaching curriculum?

I delight in bringing humour workshops to medical/health students. They get excited, they have enthusiasm and the feedback is great. At present this is done in an ad-hoc way and is not an established part of the teaching curriculum. In Melbourne, humour in medicine was available as an elective subject. It was booked out. Yes they need to learn the sciences but this needs to be balanced by the psycho-social. A 'good" doctor will have a balance of both and humour addresses some of this.

How did you become involved in the concept of being a Clown Doctor? What do you find personally and professionally rewarding from being involved in such an initiative?

Jean-Paul Bell is a co-founder of the Foundation and our Creative Director. His background is mime and he is a wonderful performer and a 'people reader' and he's an inspiration for me. I had the good fortune to meet him in London in the 70's (we shared a squat with an innovative travelling circus troupe) and our friendship has continued since then.

Over many years we talked about 'the art of medicine'. What is it? What's its place? How do you get it? How do you use it?

Actually he's the clown who wanted to be a doctor and I'm the doctor who wanted to be a clown.

Both of us have gotten so much from our professions that we had a clear sense of giving something back in a new, innovative and creative way. We didn't want to go down the business route.

This shaped the birth of the Humour Foundation charity.

For me, the Foundation and being a Clown Doctor engages both the head and the heart. I thrive on the inspiration, the creativity, the challenge, the shifting of boundaries and the human experience this work brings.

Think about it. Clown Doctors in Intensive Care? Clown Doctors in Palliative Care? Yet this is where some of the most heart-felt interactions take place.

At a professional level the challenge is how to incorporate appropriate humour at the coal-face of the health industry.

What impressed you most about your meeting with Dr Patch Adams? Is he one of your Mentors?

I have met Dr Patch Adams a number of times. He is an inspiration and a mentor for me. Patch is considered to be the father of clown doctors - thirty-two years ago he put on a clown nose when he worked in hospital.

He is incredibly focussed, energised and driven to establish America's first free hospital where patients will be actively participating in the healing journey utilising the full spectrum of the arts and sciences. Philosophically he sees that corporate medicine has killed off the spirit of compassion, and humour and laughter is one of the ways of bringing compassion back into medicine. He makes a clear distinction between a greed model and compassionate model in the provision of health care.

What's impressed me? The way he has brought heart into the equation.

What would a Clown Doctor from your Program do in a Palliative and or Paediatric Hospital when engaging with patients?

For the answer to this question re-read our vision statement above. There is never a fixed approach because then the Clown Doctor is not in the moment. We use heart/mind/performance skills/improvisation to be with and interact with the patient. So, anything is possible.

We work in partnership with hospital staff. There is someone taking care of the organic part. We clown doctor the spirit – the child within.

What would be the benefits of setting up an international Clown Doctor Program and why has this not happened yet?

I'm not sure that there would be any benefit from an International Clown Doctor Program because of diverse cultural issues. A program that works in one country may not work in another. However there would be benefits from an International Clown Doctor Association. These would include closer links, research, exchange programs etc.

How much support does the Program get from the Australian Medical bodies such as the AMA?

There is curiosity and support from some of the medical bodies. Our main support is from the hospitals, palliative care and nursing home we visit. Support grows and strengthens when health care facilities see us at work and understand our program.

Internationally, clown doctor programs have been operating regularly since 1986. Whilst on a Churchill Fellowship in 2002 to USA, UK and Europe, I undertook a "Study of overseas-based clown doctor programs and their impact on the health care system". A universal question I put to clown doctor host hospital clinicians and administrators was: "How would it be if for some reason clown doctors couldn't come to this hospital anymore?" Not possible was the response. They couldn't imagine the clown doctors not being part of hospital/ward life.

What do you attribute the lack of funding for the Program to? Has there been much research done in Australia about the benefits of your Program and would this be the most significant requirement to warrant funding from government and corporate bodies?

I think we're like the other charities in Australia. Donations have reduced since Sept 11, 2001 and so we struggle.

There is a huge possibility for research but the research dollar is limited and I don't think this area has high priority.

To get regular and significant government funding (we don't) we would have to come up with evidence-based research eg clown doctor programs reduce hospital stay by X days or clown doctor programs reduce infection rates or clown doctor programs reduce sick-leave. We don't have this kind of research information.

And so we rely primarily of private donations and sponsorship from the corporate sector where there is alignment with the nature and spirit of our program.

What advances would you like to see in the Clown Doctor Program in Australia?

I would like to see our Clown Doctor Program advance to more secure funding. This would allow us to be in host-hospitals at least 3 days a week; we could visit more hospitals; we could do more community-based work; we could help people find their smiles again – we have visited East Timor and Afghanistan.

As Victor Borge said:

"Laughter is the shortest distance between two people"

68 Natasha Stott Despoja

Adelaide born and bred, Natasha Stott Despoja graduated with a BA from the University of Adelaide In 1991. She was involved in student representation at school (founding the State's first State-wide student representative council) and at University. She was President of the University of Adelaide Students' Association in 1991. She has worked as an adviser for Democrat Senators including for Leaders, Senators John Coulter and Cheryl Kernot. In 1995, at the age of 26, Senator Stott Despoja was the youngest woman ever to enter Federal Parliament. In 1997, she was elected as Deputy Leader of the Democrats and, in April 2001, Leader of the Australian Democrats - the youngest person of any party to hold such a position. In 2001, Senator Stott Despoja was selected by the World Economic Forum as a Global Leader for Tomorrow. In August 2002, Senator Stott Despoja resigned as Leader of the Australian Democrats.

PARLIAMENTARY SERVICE

In November 1995, after being chosen by her Party and the Parliament of South Australia to represent that State in the Senate following the resignation of Senator Coulter, Senator Stott Despoja entered the Parliament. In March 1996, she was elected to the Senate by the people of South Australia with a quota (14.3%). She is one of only two Democrats to have secured a quota in a half Senate election. She won overwhelmingly her preselection for the number one position on the Democrats' Senate ticket in October 2000, and was subsequently reelected, with a significant personal vote (more than 20,000 people voted for Senator Stott Despoja below the line), at the 2001 election. 68 Senators have been elected or appointed since Senator Stott Despoja entered Parliament.

Interview with Natasha Stott Despoja

Do you think that there is an invisible barrier preventing women from reaching the highest level in your profession regardless of their accomplishments and merits? If yes, why do you think this exists in your profession?

There are barriers to women's success 'at the highest' level in the political sphere. These barriers exist at all levels up to the highest office, in my view, though their effects may vary.

I think of the barriers as more a complex web, than a 'glass ceiling'. This web is made up of many threads. They include the reality of straight-

forward sexism towards women in public life – which still exists. There are still those who denigrate women and believe that they are not as capable as men, in the public sphere.

More subtle are the pressures on women that keep them away from public life and under-represented in our parliaments. These include social conditioning that means some women under-estimate their capabilities. Alongside this, the great majority of women carry – or will carry - the double load of paid working life, along with the domestic work and care of families and communities. The great imbalance that persists between most men and women at home, shapes and constrains the possibilities for women in practical ways.

Fortunately, many women manage these pressures and, frequently with the support of other women, make their public mark. But until sexist beliefs and behaviours, women's underestimation of themselves, and the overload of caring and domestic work on women, all change, we are unlikely to see women equally represented in parliaments.

Other changes would also help. The old Australian political parties have systems of pre-selection and political practice that are archaic, time-serving, and factionalised. They are hostile to women. The absence of this crippling culture in the Australian Democrats has meant that women have been able to meaningfully participate in party processes, voting, and selection of candidates – in many cases from their kitchen tables. As a result we have, more often than not, been led by women, and the voice of women is loud and effective in our party. It is a feature of our party that I cherish.

Fortunately, over the decades many brave women have made efforts to increase their presence in places like parliament. We are the beneficiaries of their great successes – to win the vote, the right to stand for public office, and for the rights and recognition of women more generally. We can never take it for granted, and there is plenty left to do, to ensure that

women can be truly equal and liberated from a complex set of constraints that exist, still, today.

Is this barrier in your profession penetrable? How can the barrier be dismantled in your profession?

I believe that we have seen considerable change. The growing proportion of women in parliaments around the world is evidence of this.

A change in political cultures is, in my view, very important, with more emphasis on considered argument and evidence, and less on bullying behaviours, division and personal attacks. Some elements in the media and in political life like to focus on particular issues in relation to women in politics: their appearance, emotions, and personal capacities. On the whole, I think women in this sphere suffer greater scrutiny on these issues than do men – as they do in many spheres of public life. Witness the recent focus on the family of the new Chief Executive Officer of St Georges Building Society, Gail Kelly, whose children were was so often referred to in the context of her recent appointment.

A more even-handed treatment might mean more women are attracted to parliamentary representation. But other things must also change: the methods and cultures in political parties and in parliament, and more fundamentally the distribution of other kinds of work in the private sphere – childcare, housework and so on.

I meet many young women who are interested in politics and optimistic about their participation. They are an inspiration. I hope that we continue to see social changes that support their choices to take on the task of representing their fellow citizens, because there can be no doubt that the increasing presence of women in public life changes the nature and preoccupations of whatever sphere they enter.

Do you consider yourself to have broken through the Glass ceiling in your profession? If yes, how have you done this?

Fortunately, the Australian Democrats have had several women leaders who have been the 'firsts' and made way for others. The power of role models is significant. The friendship and encouragement of other women has also been a great source of strength and motivation for me. I still encounter ridiculous stereotypes and double standards in media portrayal, so I believe I am picking out some of the glass splinters that come with smashing the ceiling.

In general, what do you see as the underlying cause that must be addressed to shatter the glass ceiling in corporate and public Australia?

I see several areas where we need to see continuing change. We will know we are getting close to a fair go for women in politics when their chances of winning positions are genuinely equal with men's, when women with ability are readily accepted into parliament, when male politicians and elements in the media stop making negative personal comments to women and denigrating them in public or private, and when we see real equality of effort in both the Houses of parliament and more domestically at home, in terms of caring for children, doing the housework, supporting sick or aged relatives and supporting our communities. For many women, education remains an important key to public success, and I hope that we do not see further erosion of a public education system that restricts both women and men from the chance to realise their potential, regardless of their financial resources or their sex.

69 Wendy Weeks

Associate Professor, University of Melbourne

I was born in the 1940s and had the great benefit of loving parents, and in particular a mother who was committed to girls' education. At MLC (Methodist Ladies College), where I was a scholarship girl, leadership was fostered in an all-female environment. As a young woman I became active in church youth groups, and learned formal meeting procedures in the state-wide Methodist Youth Fellowship. At University, where I studied Arts and Social Work in a predominantly female profession, there were opportunities to be editor of the student association newsletter and be active in student affairs. I married at 21 and in the following decade bore two sons.

Moving to Canada to live in 1970 led to my involvement with the Canadian Women's Movement. I started to see leadership as more collective, and began to be active in feminist organisations, where leadership was shared and passed around. When my youngest son was two I returned to part time work and took six years to complete a higher degree amid family life and activism. In 1982 I returned to Australia and spent the next decade in social work tertiary educational administration. After three years as a head of department I stepped 'out and down' to do more research, writing and connect more with feminist community-based organisations. As one poked one's head through the 'glass ceiling' it seemed to me to be both tough and a bit lonely!

During the 1990s I have convened a women's studies research unit at the University of Melbourne, which has fostered a lot of women's higher degrees and research. It has been great to see women claim their intellectual capacities and make contributions with their work: a very socially conscious form of community leadership. I also learned how to write and edit books, which I have enjoyed immensely: Women Working Together: lessons from feminist women's services (Longman Cheshire, 1994); co-editor of three editions of Issues Facing Australian Families: human services respond (1991, 1995 and 2000, Pearsons Education) and co-author with Tony Dalton, Mary Draper and John Wiseman of Making Social Policy in Australia (Allen and Unwin, 1996).

I am currently an Associate Professor in the University of Melbourne. My local activities include having been a member of the Victorian Community Council Against Violence and other community committees. I am presently a new member of the Committee of Management of WHIN (Women's Health in the North). In 2001 I completed a study for the National Association of Services Against Sexual Violence (NASASV), and also was pleased to be invited to present some research papers in

Norway. I am currently very interested in and concerned about the situation of refugees and asylum seekers, and the development of international human rights.

Interview with Associate Professor Wendy Weeks

Why do you think the 'glass ceiling' exists for women in Australia?

The Australian state was historically developed and constructed with a very strong division of labour that located women as wives and mothers in families. Men were head of the family and household, as well as the expected and 'normal' participants in public life. In the 1880s it was inappropriate for women even to call a public meeting, and many arguments were mounted to try to keep them out of adult suffrage. The Harvester judgement of 1908 was a landmark industrial decision because it raised the possibility of wages being set according to need. But it also entrenched the idea that wages should cover the needs of a man, his wife and three children. The 'concept of the Family Wage' became a plank in the growing Australian welfare state.

Such structural and cultural arrangements have proven very hard to change. Technically women and men have had equal pay since the early 1970s, but we know that women's wages and earnings are substantially less than men's – even now.

Technically now women have 'equal opportunity', but as Clare Burton's work on 'merit' showed, even 'merit' is heavily imbued with cultural assumptions and expectations. This particularly applies in recruitment and selection for leadership positions.

Emily's List has been remarkably successful in the Australian Labor Party in demonstrating that women are interested and willing to stand for political preselection, and can be preselected in the 1990s. But from all political parties there are stories of women being asked to support male candidates, and the struggle to have 'merit' recognised has proven considerable.

The 'suitability' of men for leadership in political and public organisational life continues to be widely supported, and women in those positions continue to be scrutinised as 'tokens', with every error they make being heavily counted against them, as illustrations of women's 'lesser suitability'. Now – in 2002 after a decade of backlash against women - I think there are contradictory public views. At the level of rhetoric few people would deny that women have made and can make a major contribution to public life. However, co-existent with the general 'formal' acceptance of equal rights, there are strong currents of opinion which continue to expect women to put husbands and children, and male organisational leaders, first and foremost, rather than directly contribute as leaders

Do you think that the barrier is confined to any particular groups of women?

The cultural barriers affect all women, but high socio-economic status, and high social class connections can be a great benefit for women who aspire to positions of public leadership.

Cumberland's 1999 study of women local councillors showed that women who seek to become local councillors are typically in their 40s, occupied either with home duties or in part-time work, and are overwhelmingly of anglosaxon origin. This is of particular concern because, for many years, local government had the highest representation of women – steadily 20%. Young women, Aboriginal women and immigrant women were markedly absent.

Organisational scholars, such as Deborah Sheppard from Canada, found that pregnant women were seen as inappropriate in workplaces. This means that the federal review of pregnancy discrimination has touched on an internationally important area of discrimination. Other authors have identified discrimination against lesbian women.

Indigenous women have been active in their own Indigenous organisations. Carol Martin's election in 2000 to the West Australian

parliament marked the first time an Aboriginal woman was elected to a State parliament. Women from minority ethnic communities are rare in elected politics, in spite of 40% of Australians being born overseas, or having parents who were born overseas.

How prevalent do you think this barrier is in Australia?

I think the culture of the glass ceiling (which is still associated with the belief that women's primary place is in the home) is deeply ingrained in the structure and culture of Australian society and is visible in parliament, government and non-government organisations and the trade union movement.

Are there any strategies that can be used to overcome this barrier?

The Affirmative Action legislation of 1986 was a very important piece of legislation. Unfortunately, the committee decided to avoid looking at part-time work, and emphasised women in full-time employment, in spite of part-time work being a major way in which Australian women participate in the paid labour force - especially when they have children.

The Equal opportunity legislation in each State and Territory has also been an important step.

For these strategies to be successful they have to be implemented. This is where cultural change is important: changing attitudes and practices are necessary. That is, people have to widely believe something for it to be supported, accepted, and implemented systematically.

Are there any networks that women can turn to for assistance in how to handle the problems associated with this phenomena?

Yes, there are national, state-wide women's associations and many organisational women's groups which have initiated change, and constantly monitor and further develop the conditions for equality.

There are many national women's lobby associations which are active campaigners for equality for women. For example, WEL (Women's

Electoral Lobby); the National Council of Women; the Business and Professional Women's Associations; CSMC – Council for Single Mothers and their Children. There are women's organisations which speak for Indigenous women and Immigrant women. WWDA – Women with Disabilities, Australia – speak out for the human and civil rights of women with disabilities.

The Australian Council of Trade Unions (ACTU) under the current leadership of Sharon Burrows, and previously Jennie George have advocated for better and more family friendly workplace conditions for women, originally adopted by the ACTU in 1987 as the Working Women's Charter.

Many workplaces and local communities have women's groups to support women and to campaign for change.

Have you experienced the Glass ceiling? If yes, what effect did it have on you? If no, why do you feel that you never encountered it?

Yes: in different ways at different stages of my life. When I married, in 1965, I was a new permanent Commonwealth public servant. As the Marriage Bar was in place until 1966, I was retired from the permanent to the temporary workforce at marriage. This reminds me that the 'Glass Ceiling' applies to all women in the labour force – not only senior women. So preparation for 'not belonging' in the 'serious' workforce begins early for women.

Later (in Canada) when I worked part-time with young children, I was ineligible to participate in the superannuation scheme, only available for full-time workers. Over my lifetime this is an economic cost. The assumption was that husbands would provide for women economically.

Later still, when in fact I was a Head of Department and Acting- head of one of nine Schools in a large tertiary institution, I recall often sitting at Academic Board mainly among men. The only other women present were the minute secretary and sometimes a woman student representative. I

was welcomed and listened to, but in Kanter's terms was clearly a 'token', that is I was 'different' and certainly felt the difference.

As Canadian research has found, many women have stepped down from senior positions near to the Glass Ceiling, just as women have also left non-traditional occupations. I also chose to 'step down' to a lower rank in another institution. This cost me thousands of dollars a year for some years.

Was this choice? Yes and no. In short, the climate of male dominated organisations develops a male-oriented culture which isolates women, and casts them in the role of 'other' and 'different'. It is not the structure of the workplace which is really defined as 'the problem'. Many women do not find the culture of public leadership, and the way organisations and parliament are organised, meets their needs to also have time for family and friends. Furthermore, 'femininity' is seen as contradictory to competence: competent women are not seen to be 'feminine', and so they may become personally less attractive to men. Perhaps they are a threat. Perhaps men feel stronger when they are in a socially stronger position. Many women have wished they, too, had a 'wife' to care for them when they were working hard!

Personally, as well as lost income, lost power and status, the major effect of the glass ceiling and its associated culture has been related to me losing interest in the 'ladder' of traditional success. I became more respectful of the other ways that women have lead, in families and communities, while making time for personal life and the human beings around them. I became less impressed with or interested in 'the rat race' or the 'ladder to success'. I joined many other women in setting social goals and trying to live them out.

What other barriers do you consider to be significant for women in the workplace?

As I have suggested above, the glass ceiling is just one part of the culture of gender power relations which keeps the majority of positions of power being filled by men. Women are better educated than men as a gender (as measured by formal educational outcomes), so formal education is not a barrier.

In the mid-nineteenth century medical science thought women had smaller brains and therefore less ability. Fortunately, women's achievements have made this view untenable! Yet the structural barriers to women making their full social contribution continue. Until workplaces are designed to be more family friendly I expect that many women, especially during the years they have children at home, will be too busy to bother about senior positions. Until care arrangements are much more accessible and low-cost, I expect it will be predominantly women who care for sick and elderly relatives, rather than developing their own careers.

What are your perceptions of the Glass Ceiling internationally and the methods used to dismantle it?

Social class appears to be one factor in women's leadership opportunities and this appears to be influential in women in developing countries achieving public leadership. Some women have broken through the gender power barriers to significant heights: Mrs Ghandi was Prime Minister of India, and Margaret Thatcher and Mary Robinson have led their country's governments.

The international strategies are similar to those adopted in Australia: legislation and policy development, associated with cultural change strategies. Many western countries have introduced Anti-Discrimination as well as Affirmative action legislation. The United Nations adoption of conventions(such as CEDAW, the convention against discrimination) and platforms for women have been important international benchmarks for

national women's movements to use in their lobbying within nation states. Perhaps the struggles over women's sexual and reproductive rights are among the most uneven: abortion is not widely legislated, nor is access to contraception always available. Sex selection testing, and subsequent abortion, is used to favour male children in some countries. Trafficking of girl children and women into the sex industry is an international social problem, as is violence against women. Such issues diminish the importance of 'the glass ceiling' experienced by Western women, being much harsher practices of unequal gender power relations.

In your OSW speech, Women's Leadership in Public Life, you said a major challenge is to diversify and democratise women's leadership so that women's leadership is not only for "able-bodied white women" but also for 'Indigenous women, women from minority ethnic communities, women with disabilities and single parent women'. Do you think that the perception that women who break through the Glass ceiling are leaders is warranted?

Statistically my claim is supported by the predominantly 'able-bodied white' characteristics of senior women in business, parliament and other forms of public leadership.

How would you like to see those women who have overcome the Glass Ceiling Barrier assist others gain leadership positions?

Some women who cross the glass ceiling and associated barriers for women seem to forget the centuries of women's campaigning which paved the way for their opportunities. This is a pity. I would like such women to remember the history of women's struggles and honour this tradition and history. Ideally I would like to see an accurate and gendered history taught in our schools which told the truth about women's lives, experiences and abilities. Many historical accounts still read as though men made history, and women continue to have their achievements unrecorded and under-celebrated. It would help us all if this distortion were corrected, as it would generate a culture of respect for women as well as men.

I would like to see senior women and men really acknowledge those who do the work and acknowledge women's social contribution- not only as leaders.

I would like to see senior women continue to demand that adequate and affordable child care services are available (even after their own children are grown); and to demand family friendly working hours and arrangements, rather than feel they have to conform to existing practices in order to be to be taken seriously.

I would like to see women supporting women leaders, rather than cutting them down as 'tall poppies.' Women leaders would then feel and be stronger.

Mentoring happens a lot, but often women in senior positions are so busy with their work demands and juggling act of family and caring work that they have little energy left for mentoring more junior women. Rather than ask more of them, we all need to be supporting them, and campaigning for the conditions which make gender friendly workplaces and organisations more of a reality for all of us.

70 George Wilkenfeld

George Wilkenfeld, with a PhD in Environmental and Urban Studies from Macquarie University, Sydney, joined the Energy Authority of NSW in 1982, and left in 1989 to establish George Wilkenfeld and Associates. In the 1980s he set up the national appliance energy labelling program, and in the 1990s, he pioneered mandatory minimum energy performance standards.

In 1995 he co-ordinated the first major review of the National Greenhouse Gas Inventory Methodology. In 2004 he helped set up the national water efficiency labelling program.

He compiles the electricity sector of the Inventory every year, and regularly undertakes analyses of the inventory as a whole for the Australian Greenhouse Office.

George Wilkenfeld has written many articles and spoken passionately about his understanding of what is happening and what is at stake. In the quote below, Wilkenfeld talks about the historic development of Australia's energy systems and the paradigms that underlie the thinking behind them.

Interview with George Wilkenfeld

From your understanding, can you state what level of climate change do you envisage occurring in the short- and long-term future?

I am not an expert on the science of climate change, although I have enough of a general scientific background to follow the general arguments and find them persuasive. I read the Assessment Reports of the UN Intergovernmental Panel on Climate Change (http://www.ipcc.ch/) and the climate projections for regions of Australia published by the CSIRO (http://www.csiro.au/science/ClimateChange.html) and I get very worried. I think the climate is already becoming warmer, dryer, more variable and more extreme: higher maximum and minimum temperatures, more intense rainfall (but less rain overall, making collection and storage more difficult), high wind events, more fires, more violent and more southerly hurricanes.

This will affect every aspect of our lives - where and how we live, what food we eat, what diseases we get (as dengue fever moves south, for

example), how and where we travel. Less tangibly, it will affect the natural world around us - many species of plants and animals we have grown up with and which make up our mental landcape as much as our physical world will vanish in our lifetime, at least from the wild. Also, as countries less rich and fortunate than Australia are at greater risk of being overwhelmed by drought, rising sea levels and starvation, much of the world will be far less pleasant to visit than it is now. Goodwill between nations could become very stretched indeed.

And we will have done all this to ourselves.

What types of myths and half-truths do you consider governments adopting to mask their inaction?

It is not just 'their' inaction - it is ours. In democracies we get the governments we deserve, and their actions (and inactions) reflect the deepest views of their electors.

Governments in the West get elected largely on the promise of increasing and maintaining material prosperity, and they are given a very short time to perform. Occasionally, an immediate security threat (or perception of threat) intrudes for a while on the relentless push for economic growth. Planning has become a dirty word - more and more is left to the operation of the market, and oversight of the market is limited at best. Competition between special interest groups has taken the place of agreed social goals.

This model is exactly the wrong one to deal with a threat like climate change, where the only effective solutions must be centrally planned, sustained, and involve some material sacrifice in the short term. Our governments (and oppositions) are reflecting back to us the myths and half-truths we want to hear:

- that whatever we do as a country is not significant others must act first, or shoulder more of the responsibility than us
- that the solution will be incredibly difficult

- conversely, that it will be easy, and we can continue to live more or less the way we do now, with a few token gestures (buying 'carbon credits' when we book air travel!)
- that we can leave it to the market, without co-ordinated planning
- that simply giving out taxpayer money to special interests groups (whether the coal lobby or the renewable energy lobby) is effective
- that there is such a thing as 'clean coal' or that nuclear energy is a realistic solution
- that we can still have cheap energy and endless material growth

What do you think are the major factors that inhibit governments from making the transition from coal to natural gas so that we can progress towards a renewable energy system?

The unwillingness to undertake any form of planning from which there may be immediate and influential losers, such as the mining companies and/or coal miners and their families, who are concentrated in particular regions and seats. Of course, if governments were prepared to explain the danger and the strategy clearly, and compensate those who are actually disadvantaged (as distinct from those who think they are), the workers in the industries affected would probably support the strategy no less than other responsible and informed citizens.

What do you think of the reasons the Australian government has chosen for not wanting to sign the Kyoto Agreement? How does their refusal to sign this Agreement affect our situation and prospects?

The reasons given are entirely specious. In fact, the present government was very pleased with the Protocol when it was negotiated in late 1997, but cooled over the next two years as the fossil fuel interests lobbied it and in some cases actually wrote its climate change policy. In early 2001 President Bush repudiated the Kyoto protocol and the whole framework of international obligations, in effect putting the right of Americans to waste energy above all other global principles. The Australian government then had a further reason to abandon Kyoto - to support the US alliance.

In retrospect, this chain of events may come to be seen as the loss of a crucial decade, not just for us but for the world. We are now, in 2007, at the stage of beginning to take the issue seriously. Had we done so in 1997, ratified the Kyoto protocol and put in place the necessary strategies, it would have been much harder for the Bush administration to withdraw. The international effort would have been strengthened rather than fractured, and the developed countries would now be in a position to exert moral pressure (and offer assistance) for the developing world to join in efforts to contain emissions.

Also, we are outside the core of Kyoto-ratifying countries that are now beginning to negotiate the post-Kyoto arrangements (which may have real teeth, unlike the initial Protocol, which was a necessary first effort). We may well find that our exports to Kyoto-ratifying countries will be taxed for their carbon content.

What concerns you most about the energy efficiency standards of household goods and transport vehicles for personal use? Are the companies that produce and sell such products abiding by any forms of controls?

The standards regime for appliances works reasonably well, but compliance could always be improved. The biggest problems are imports from developing countries, some of which (not all!) are not tested properly or the results are deliberately falsified. This is a compliance issue (like food or safety standards) that can be managed. The actual minimum efficiency levels could be much more stringent, and will probably be ramped up as part of a first serious effort to reduce emissions.

There are no mandatory standards for cars - just a series of 'voluntary' targets which the motor vehicle industry has consistently failed to meet. This is another example of favouring powerful lobby groups (the carmakers and the automotive unions) over the public interest. Australia has persisted in making large, inefficient cars that very few private buyers actually want, which are propped up by the purchases of company and

government fleets, which after a few years dump them cheaply on the private market.

You have stated, "In the meantime, Australia's emissions continue to rise inexorably, despite the outlay of considerable amounts of private and public money, most of which has been wasted." ('Clean coal' and other greenhouse myths Research Paper No 49) What are the main reasons for such a deplorable outcome?

The combination of all of the above.

Are there five things that each of us can do to effect a better outcome in relation to all of the above issues for ourselves and our planet?

- Live in the smallest house you can ask yourself if you really need all that space.
- If you build a new house, make sure it needs as little heating as possible and NO air conditioning there are very few parts of Australia where a properly designed house should need air conditioning. Consider putting a photovoltaic array on the roof (you can get money from the government for this).
- Use gas for water heating, space heating and cooking avoid using electricity for those purposes (unless it is a solar-electric or a heat pump water heater). If you must have air conditioning, buy the most efficient (5 or 6 stars on the energy label) and use the reverse cycle for heating.
- When you buy a new car, make sure it has a fuel consumption no higher than 8 litres/100 km. You don't have to buy a Prius - there are plenty of small, efficient conventional cars. If you REALLY need something for occasional towing, off-road etc, rent it when you need it.
- Think about what you eat. In general, locally grown means less transport and less emissions. Eat as little meat and fish as possible - the greenhouse impact of a kg of beef is higher than a kg of aluminium, and a lot of energy is needed to catch fish commercially (not to mention the fact that nearly all fisheries and aquatic ecosystems are under huge pressure).

What leadership strategies do you use to create the changes you see as being significant and what motivates you to keep doing so?

Talk to other people of goodwill, but don't waste time with denialists. Try to do what you advocate (if not always perfectly!). Vote as if global warming was the most important issue (or at least equal with every other 'most important' issue!). Don't underestimate the magnitude of the problem but don't despair.

In the context of the upcoming Australian federal election, how do the promises of the major political parties weigh up in your opinion?

There is no real difference between the major parties. Neither acts as if it considers global warming other than a useful rhetorical strength (or weakness) to be exploited or neutralised during the election campaign. For more on this, see my article

http://www.australianreview.net/digest/2007/08/wilkenfeld.html. Some of the minor parties have much better policies, and could be influential in the Senate.

71 Joan Winn

Joan Winn is Professor of Management at the Daniels College of Business at the University of Denver. She received her Ph.D. from the University of Georgia in competitive strategy and human resources management. Dr Winn has conducted research on new venture development and growth, business turnarounds and strategic positioning, discrimination and harassment, international management and organizational culture. She is considered an expert in case research and has written several case studies on women-owned businesses in the US and in the Czech Republic. Her research and case studies have been published in the Journal of General Management, Journal of Management Studies, Journal of Management Education, Journal of Organization Change Management, International Encyclopedia of Business and Management, Case Research Journal, Entrepre-neurship Theory & Practice, International Journal of Entrepreneurship and Innovation, International Entrepreneurship & Management Journal, Women in Management Review, and several conference proceedings and textbooks.

Dr Winn was involved in the inaugural Entrepreneurial Excellence Workshop presented by the Sonoma State University Entrepreneurship Center, "Bringing your Company to the Next Level," in 2002 and the first three "Experiential Classroom: Lifelong Learning for Entrepreneurship Education Professionals" workshops sponsored by the Thomas C. Page Center for Entrepreneurship, Miami University (Oxford, Ohio) in 2000 and 2001, and Syracuse University (Syracuse, NY) in 2002. Dr Winn has conducted entrepreneurship seminars and workshops in the US and, most recently, in the Czech Republic where she spent the 2004-2005 academic year as a Fulbright Scholar. She has been president and served on the executive board of the Western Casewriters Associa-tion and the US Association for Small Business & Entrepreneur-ship and is currently on the board of North American Case Research Associa-tion. Recent awards include the "Best Case Reviewer" award from Entrepreneurship Theory and Practice in 2007, Western Academy of Management's "JMI Outstanding Scholar" in 2008, and the Academy of Management Public and Non Profit Division's Carolyn Dexter Best Paper Award, 2009.

Interview with Professor Joan Winn

In your article, Can we remove the barriers for women entrepreneurs, you clearly outline that the reasons and motivation behind entrepreneurship as a career choice for women and men differ, for example, "While women entrepreneurs allegedly seek self-fulfilment (Moore and Buttner, 1997), men claim to start their own companies because they believe that by doing so they can increase their income." What differences have you found in the perceptions of women and men as to the level of satisfaction, personal and financial, in becoming self-employed?

Research on business owners, which has been fairly consistent over time, shows that culture and expectations are the best predictors of entrepreneurial activity. In countries where entrepreneurship is not regarded as a prestigious or legitimate activity, new venture creation and self-employment are low. In addition, unless a would-be entrepreneur expects to be successful, it is unlikely she—or he—will try. Women tend to be more sensitive to the local environment than men, and more drawn to non-monetary aspects of entrepreneurship such as family-related flexibility and autonomy. Where opportunities for lucrative and satisfying employment exist, or where the culture does not respect independence or originality, entrepreneurial behavior will be low. Countries with high rates of entrepreneurship see risk-taking as acceptable, if not admirable, and hold individual initiative and innovation in high regard.

Please keep in mind that entrepreneurship and self-employment are not the same. Entrepreneurship implies the creation of an enterprise, one that employs others and that, typically, has a geographical base of operations separate from one's home. Self-employment implies the work of one person, and is usually considered "income replacement," rather than enterprise creation. Self-employment tends to be isolating, since there is no about-the-work camaraderie among employees. The issue of isolation for entrepreneurs usually concerns the lack of support systems for the decision-maker at the top.

There is obviously satisfaction, on a personal and professional level, when a new business yields financial returns. The entrepreneurs I know are committed to creating a workplace environment that is personally supportive, employee- and customer-oriented, and financially rewarding. On the other hand, the women I know have lower expectations for financial return, and more patience for slow growth than their male counterparts. Both men and women need an environment—on the personal, community, and governmental level—that is conducive to entrepreneurial activity.

You have suggested that career models need to differentiate between the priorities and pulls that differently affect men and women. How can this be integrated into workplace structures and policies? Are you aware of any best practices attempting to do this?

While I haven't conducted systematic interviews with men entrepreneurs or men who are self-employed, the main issues for women still revolve around issues of "family-balance". In a nutshell, men don't get pregnant, men can't nurse babies. Even when childcare is feasible and available, parents of young children spend an inordinate amount of time coordinating logistics (school activities, sports and performance events, play dates), not to mention the emotional pulls of managing home and work. Despite the best of intentions, family-friendly workplace policies create a tension between the people who have children at home and those who don't. Employees without children often resent the special consideration given to those with children, such as release time or special assignments. Employees whose children are grown can easily forget how difficult managing a family—especially when children are young and physically demanding—can be. Even those of us who recognize the difficulties of balancing family needs with work schedules are often clueless about the added burden that a disabled, ill or troubled child or an aging parent can have on one's ability to focus on work. We all see our own situation's pressures more clearly than those of others.

With governments encouraging women entrepreneurship, do you see them as recognising that the combination of undercapitalization and family obligations limit the size of women's businesses?

The issue of business size becomes critical in the area of start-up capital and employee benefits (enticements). Small firms are usually self-financed. Low start-up capital may indicate a conservative approach to business initiation, but the availability of start-up capital also impacts the type and form of business that one can start or grow. Consumer-oriented, production-based and technology-dependent business have higher start-up costs than, for example, professional services or sales organizations. Women tend to start businesses alone, rather than with a team, which further limits external funding possibilities. Most venture capital firms expect fast growth and high returns.

Finding and retaining employees has a huge impact on business success. Large companies can provide benefits such as healthcare, childcare, flexible schedules, travel and/or entertainment allowances, and merchandise discounts. Small businesses operate at the margins. Governments that provide benefits dependent on employment status—such as parental leave, health insurance, retirement and unemployment compensation—discourage entrepreneurial behavior and small firm growth. Jurisdictions with overly burdensome regulations tied to incorporation, employment or operations, also inhibit new-business creation.

How do you view current discussions about work and family issues? Do you think that women's perceptions of these issues need to change so that they are integrated rather than separated and will doing this improve the situation?

In the US, there is no stigma attached to women with children who work or who run businesses. That is not true everywhere. On the other hand, the US has a narrow view of family involvement in business activities. In my parents' generation, children worked in the family firm. Now we take a disparaging view of young children who clean floors or wait tables or

trim garments or stitch soccer balls for their parents' company. We seem to have no trouble sending young children door to door to sell magazine subscriptions after school, but take a dim view of children who work in the family store after hours. We sympathize with the mother who works to support her children, yet we criticize the woman who works for professional development or advancement. Despite good intentions, government "entitlements" and training programs do not encourage women to take risks and strike out on their own. Perhaps it is not women who need to change their perceptions!

In observing that "For men, work and family are complementary; for women, work and family present a dilemma," and that women entrepreneurs "openly admit to family pressures and personal relationships undermining their business dreams," what would you advise women who are considering or are involved in entrepreneurship?

As an educator, I believe the key is education. We have an increasing number of entrepreneurship programs, both at the high school and university level. We have business start-up workshops sponsored by private firms and government agencies. We teach accounting and finance and logistics and employee relations. We teach marketing and strategy. We teach team building and creativity. Where are courses in family or personal (not "personnel") management? Our culture forgives fathers who work long hours at the expense of their families, but castigates mothers (even those whose husbands are the primary caregivers!). Our culture expects men to be ambitious and well-paid. Ambitious women are still suspect; salary gaps are greatest at the highest levels in an organization.

My best advice—for anyone, not just women—is to find a mentor, a role model, a support system. In the past, there were few successful role models for would-be women entrepreneurs. This is no longer true. In the past there were few support groups for women who seek entrepreneurship, self-employment, or the corporate executive suite. This is no longer true. In the past, women had to develop business plans and

navigate legislative requirements by themselves. This is no longer true. In the past, men had opportunities for apprenticeships and internships, now these are equally open to women. The main thing holding women back is their own reluctance to take the plunge. On the other hand, no one can be successful unless their life partners—spouse, parents, children, friends—are supportive and understanding.

What have been some changes in the area of women's entrepreneurship that you have been pleased about?

Entrepreneurship is mainstream, out of the closet, in the public eye, a visible economic force. Men and women alike have opportunities for business creation and professional advancement. Technology has enabled work arrangements that allow flexibility as never before. I remember discussing with my students case studies of women who had long commutes to work, or travel schedules that took them away from home for days on end, ten-hour work shifts and draconian promotion policies. These are now the exception rather than the rule, with teleconferencing and telework minimizing jetlag and rush-hour commutes. The path to entrepreneurship, or the path to the executive suite, need not preclude the choice to have a family. I know women with children who have launched and built architecture and construction companies, IT and engineering firms, law and accounting offices, retail and manufacturing operations. Women dominate real estate and insurance sales. An increasing number of women-owned businesses engage in international trade. Changes in the general economy, changes in employment law and taxation policies, changes in the availability of healthcare, childcare and eldercare services, changes in economic policy toward market-oriented competition, affordable opportunities for education and training, and programs that offer financial and management assistance have a profound impact on women's entrepreneurship and on economic development worldwide.

72 Fred Alan Wolf

Physicist, Writer, Lecturer

Fred Alan Wolf is a physicist, writer, and lecturer who earned his Ph.D. in theoretical physics at UCLA in 1963. He continues to write, lecture throughout the world, and conduct research on the relationship of quantum physics to consciousness. He is the National Book Award Winning author of Taking the Quantum Leap. He is a member of the Martin Luther King Jnr Collegium of Scholars.

Dr Wolf has taught at the University of London, the University of Paris, the Hahn-Meitner Institute for Nuclear Physics in Berlin, The Hebrew University of Jerusalem, and San Diego State University in the United States. His work in quantum physics and consciousness is well known through his popular and scientific writing. He is the author of eleven books including Taking the Quantum Leap, Parallel Universes, The Dreaming Universe, The Eagle's Quest, The Spiritual Universe, Mind into Matter, Matter into Feeling, The Yoga of Time Travel: How the Mind Can Defeat Time, and his latest book Dr Quantum Presents, A Little Book of Big Ideas...

Dr Wolf's fascination with the world of physics began one afternoon as a child at a local matinee, when the newsreel revealed the awesome power and might of the world's first atomic explosion. This fascination continued, leading Wolf to study mathematics and physics.

In 1963, he received his Ph.D. in theoretical physics from UCLA and began researching the field of high atmospheric particle behaviour following a nuclear explosion. Wolf's inquiring mind has delved into the relationship between human consciousness, psychology, physiology, the mystical, and the spiritual. His investigations have taken him from intimate discussions with physicist David Bohm to the magical and mysterious jungles of Peru, from master classes with Nobel Laureate Richard Feynman to the high deserts of Mexico, from a significant meeting with Werner Heisenberg to the hot coals of a fire walk.

In academia, Dr Wolf has challenged minds at San Diego State University, the University of Paris, the Hebrew University of Jerusalem, the University of London, Birkbeck College, and many other institutions of higher learning. Wolf is best known for his contributions through technical papers and popular books, but he is frequently in demand as a lecturer, keynote speaker, and consultant to industry and the media.

Wolf is well known for his simplification of the new physics and is perhaps best known as the author of *Taking the Quantum Leap* which, in 1982, was the recipient of the prestigious National Book Award for Science.

Former professor of physics at San Diego State University for twelve years, Dr Wolf lectures, researches, and teaches worldwide. Dr Wolf has also appeared as the resident physicist on The Discovery Channel's *The Know Zone* and on many radio talk shows and television shows across the United States and abroad.

Interview with Dr Fred Alan Wolf

What do you see as being the message of the film What the Bleep?

The main message of the film is simple: You affect reality by using your mind whilst observing it. The film tackles some of life's biggest questions, without really answering them: Where have we been?

Why are we here? Where are we going? It's a quirky film that draws parallels between the mysteries of quantum physics-a mind-expanding field whose findings suggest many so-called laws of science are a lot less materialistic than we once thought-and some of humankind's most vexing spiritual queries.

How do you explain the film's success and its popularity?

What seems to happen, I think, is that people have gotten disillusioned because of the media, for one thing. Because of the kind of films and things that they've been seeing—and the news has been so disillusioning. I think after a while people just reach a point and say, "What's the point of living?" And then a film like this comes along and says, "You know, there are choices you can make that are different than what you've chosen." And everybody thinks, "Wow, this is something new." I think it's a breath of fresh air. It's a spiritual movie, and I think that's what got people moving.

In brief, it's OK to feel good and spiritual at the same time! A spiritual hunger has been in existence in our country for as long as we have had a country. Modern religions in their attempt to stay afloat and be in the mainstream have neglected the spiritual component of religion. There isn't much in the way of traditional spirituality for the folks that adore this film. Now there may be people that go to churches, and I assume there may be quite a few of them who have never seen the movie and yet get

some sort of spiritual uplift from Billie Graham or their local pastor and feel that's enough for them. But for a sizable minority of what I would call intellectually stimulated people that type of spirituality is not quite enough. They have questions, they want to know how does this work, and why does God do things this way and not that way, and I think that is the kind of audience the movie is made for and that is who it attracted.

Do you regard the disciplines of quantum physics and mysticism as being convergent or divergent in interpreting reality?

They can be seen to be both divergent and convergent at the same time! Let me give you the long explanation.

Quantum Physics was invented at the turn of the twentieth century when Max Planck, a German physicist came up with a solution to a problem that was connected with how energy gets radiated away from atoms. For example, the radiation that we see coming from the sun or coming from an incandescent bulb-how did that radiation travel? Did it travel as a wavy wave, like if you were dropping a stone in a pond? Or did it travel in little bundles like when somebody fires a gun and bullets fly out, or someone uses a spit ball machine? They suspected that it was wavy, because all of the experimentation dealing with colour and energy at that time was pretty much on the basis of waves.

The industrial age was just getting going and people were beginning to think about using steel and melted iron and wanted to be able to predict how hot the temperature of steel was. They wanted to be able to look at the colour and determine what was going on. So physicists were looking at the spectrum, the different colours that come off, and the then current theory just simply said that the spectrum should look a certain way. What they actually observed was something radically different from what they predicted. And Max Planck said, 'suppose the energy comes off in little bundles of energy rather than this continuous wave.' By artificially putting that assumption into the equations he was able to successfully predict just what was observed.

When people heard about it, they weren't terribly excited. They'd seen "fudge factors" before and they thought this was just another one.

Well, by 1905 Albert Einstein was able to use this "fudge factor" to successfully predict what would happen when light energy was shined on cold surfaces of metals. He predicted that the metals would give off electrons in exactly the way they were observed. This is known as the photoelectric effect.. So suddenly people were beginning to pay attention, and the term quantum, meaning a whole amount of, became part of the language. It developed slowly. It wasn't like everybody just jumped in and said this was Quantum Physics.

In doing quantum physics we had to begin to look at not only a possible way that objects were behaving but of all the possible ways that an object could behave. Specifically, for example, if an object goes from A to B. In the normal way of thinking of things we think of it following a path - a trajectory, like a straight line or a curve. If you hit a baseball it follows a curved line, if you throw a ball it follows a kind of parabolic arch, when you play football for example. We can understand those kinds of things.

The quantum way of describing it is that when you throw the ball it follows every possible path you can even conceive of to get from A to B, and you had to take all those paths into account. and it turned out that you needed all these paths including imaginary ones that you certainly didn't see because they helped you explain what you finally did see when you did look. So there was a question of the difference between what things are doing when you're not looking or observing or measuring and what things are doing when you are looking or measuring.

Observation or measurement implies an observer or somebody with intelligence or a mind capable of discerning and thereby getting an impression or a perception of things. And that is what actually makes something go from anything possible to something actual that you do observe.

In other words observation must be the creator of reality. This popularized the idea that "you create your own reality," and that quantum physics and consciousness are related. This gets spiritual when you consider who or what the ultimate observer can be.

What is your opinion of the teachings of Ramtha as expressed in the movie?

I thought that Ramtha/J. Z. Knight was funny and mind blowing. He/she gave the audience a lot to think about. Many people may feel uncomfortable with the idea that Ramtha is a spirit that takes over the mind of J. Z. Knight and, as a result, may feel that whatever this entity says is not to be trusted. Yet those same people will trust whatever the federal government says it true in the "out there" world or believe what they read in the newspaper. I like what Ramtha has to say because the ideas are inspiring people to think and act for themselves and not just believe what they read or hear. Paradoxically Ramtha through the means chosen by being represented as a spiritual teacher from thousands of years in the past, which is certainly hard to believe, has awakened people to understanding reality. I find this very funny.

Could you explain the idea explored in the film that each of us has the potential to affect the world directly, at its most fundamental level, through the power of our own consciousness.

Well, it can. It doesn't have to, and it's not necessary that it would, but it can have that effect. It depends on, where the person is, whose looking at this. If you're the kind of person who has taken the view that there is no spirit, there's no God, there's no soul, you are born, its purely random, meat, making sparks, making consciousness, and then when the sparks stop, the meat goes back to the way its always been, which is dead. That's it. You're only here for a brief second and then you're gone.

That's it. Its consciousness arises out of dead meat making sparks. It's purely not lasting, not important, and insignificant. If you have that belief structure, which is based upon the knowledge that you've learned at

school, this is typically a kind of apathy that develops amongst the intelligentsia, that is, people that are smart enough to have learned enough science, enough of the theory of evolution, enough of what science has said to them to feel this kind of numbness inside when it comes to their spiritual core. When I come in with Quantum Physics, and these other people in the Bleep movie come in and talk about the observer effect and how consciousness works and how Quantum Physics is indicating a new understanding of this, perhaps these people in the audience lose that apathy. They begin to think, "wait a minute, these are scientists. They are saying things that I never thought were true, but now I see there is another way of looking at this." So, can you see what is going on there?

You have said in an interview that "I don't see the soul and consciousness as an epiphenomenon, or product, of matter."

"It's just the other way around. I see matter as an epiphenomenon of soul and consciousness. The material world has evolved from the absolute vacuum of space—the home of the soul," (The Soul and Quantum Physics interview). What is the absolute vacuum of space and what created it? How does consciousness create a material reality? How does "God" fit into this understanding of creation?

It began to dawn on me when I realized what quantum mechanics—quantum physics—is all about. Some people don't see this, by the way. My realization is not necessarily a realization that every guy who knows a lot about quantum physics would agree with. But to me, it seemed to say that the choices that a person makes in the way that they go about observing the fundamental nature affects that fundamental nature—in ways that are mystical, non-local (by that I mean happening in two or more places at the same time), that are mysterious, that are non-material. That, to me, implies that we're looking at the technology of God. If such a thing can be imagined. Like the movie "The Matrix," but without the underlying theme of people trying to destroy us... The idea that there is a technology of God.

There is a basic spiritual reality which underlies physical reality. Seems to be kind of evident. And so a lot of my writing—my last four or five books, in fact—has been moving more into my speculative thoughts about that.

If in Quantum Physics everything is a quantum wave function, a vibrating field of possibilities, how can one learn to heal oneself from illness. Moreover, why does one get ill in the first place?

The first thing we should point out is that we really don't know why people get sick or why they heal, or why some people get sick and some don't. There's a mystery here.

I am reminded of an invention that took place in the 1950s. Nobel Prize winning biologist Joshua Lederberg invented streptomycin. He found this antibiotic that killed cellular life, namely microbes or bacteria. He found something that killed these little animals and found that when he put this streptomycin into a petri-dish, 99 percent of them got wiped out and 1 per cent didn't. This was very interesting to him. He succeeded but didn't completely succeed. How is it that only 1 percent doesn't die? How do we explain that? Is that they heal themselves from the illness created by the streptomycin which killed the others, or did they have some kind of predisposition for it. That is a mystery. Aside from that mystery, what does it mean to be healed or whole, and what does it really mean to be sick?

Is there really any such thing as illness or healing? I don't know anybody, I don't know a single being that isn't sick all the time, nor do I know I single human being that isn't healthy all the time. All I see is people on that dodgy line vacillating all the time depending on whether they identify with their sickness or their health.

I am a very healthy individual, I just went jogging a while back and pulled a leg muscle. I got "sick", but I just kept running and finally put some ice on it, and now I feel fine. Am I sick? Am I healed? What is the real dance that is going on there? And it seems to me that this is part of the way life

works. There is no such thing as really being sick or really being ill or being well. We're just where we are and how we identify with that and whether we are wise enough to rest when we feel a certain way and to move onward when we feel another way. It is more a question of mind.

There's always stuff going on, there's always a battle going on.

All life wants to affirm itself. My so-called illness dragging me to hell may be a bacterial heaven. So you see it's a question of how we look at things. Your body is constantly going through interactions and transactions with what we call health and what we call illness. There have been many insights that have been gained about this. Arnold Mindell is one of the smartest psychologists around who has done work with peoples' illnesses and found out that when they are ill the way they heal themselves was to make themselves even sicker, and that by making what was painful to them even more painful, they begin to experience a path to wellness. Another way of putting it is that if you want to get to heaven you had better learn how-to live-in hell for a while, otherwise you are not going to recognize it when you get there.

You propose three steps to follow to awaken one's soul, Believe Dialogue and Choose. Can you explain your thinking behind this framework and how you have arrived at this insight?

Experiments designed to expose quantum physics principles have shown that observing nature depends on choices made by the observer.

These experiments have led to new concepts describing the relation between an observer and the thing observed. These concepts also can be applied to subjective observation and hence to observing and awakening the soul. The popular aphorism, what you see is what you get, appears to apply to the world we experience as "out there." However an equally appropriate maxim appears to be, what you see is what you expect. When applied to observation of the soul, the two maxims show that you also

have two complementary ways to observe your subjective reality: spiritually and materially.

In brief: You can't awaken what you believe doesn't exist. So you need to believe that your soul exists. For me it is helpful to have a model of my soul. In my book, "The Spiritual Universe" I realized that consciousness required reflection and resistance—so I speculated that reflection is a key idea. The reflection/resistance process continues whenever we wish information. Spirit will always reflect from the space that binds it. Confining spirit creates space, time, energy, and matter.

Matter is the confinement of spirit in space, and soul consciousness is the confinement of spirit in time. We live in a "what you see is what you expect" and "what you see is what you get" world. By becoming aware of the complementary choices in observing the universe, each observer is either disturbing the unbroken wholeness of the universe or becoming one with it.

When you become aware that you always have a choice, to be or to do, you are awakening your soul as a partner in your cosmic dance. By observing materially, each observer is separating himself or herself from the rest of creation. By observing material being, the observer is gaining knowledge, but also paying a price of becoming more and more alone and isolated.

In your book, Matter into Feeling you challenge the reader to realize the remaining phases beyond the current phase of life one is stuck in and that the movement of matter into feeling is the second phase. How do you arrive at this view and why should one understand how to transform matter into feeling?

In my book Mind into Matter" my goal was to show that within your own mind and body laid a majestic story filled with drama, pathos, humour, intelligence, fantasy, and fact. While it is certainly your own story, it is, nevertheless, the story of the entire universe, particularly its own creation, transformation, and ultimate purpose. I showed how this story called "you" unfolds into a panorama of life, literally a "you-niverse." I

explored how the basic operations of what I call the "new alchemy: thinking, sensing, feeling, and intuiting" form and shape the primary material of our conscious and unconscious life. Reshaping this primary material gives rise to forces that transform the world and us, namely: creation, animation, resistance, vitality, replication, chance, unification, structure, and transformation. The ultimate goal of all this was and is the transmutation of information into matter.

However, this is not the end of the story. While I laid out the groundwork of the "great work" much remains to be done. How do I use these tools to change myself, might be the question remaining to be answered.

Other questions include: How do I realize these transformational forces? How do I live a more creative and fruitful spiritual life?

Realization of the "new alchemy" brings novel forms of the creative transforming forces into play. While the mind to matter transformation deals with primary or archetypal images and how these images become material, the next phase of the great work is the transformation of the newly formed matter into feeling. This step is certainly where life in your body begins to be felt as real living tissue. It doesn't matter if the life we are dealing with is animal or vegetable, or for that matter even mineral, for even mineral life may be possible today and in the days to come.

All living beings feel. Feeling goes beyond the senses and can be imagined as the fundamental awareness out of which all of the other senses develop. Feeling results from the incessant "hum" of life itself.

Spiritual Master Da Free John called this "hum" the "bright" referring to the sense of light presence-a shining aura surrounding all things-he had as a child. In terms of new developments in quantum physics what explanation is there for the notion of things from the future influencing things of the present?

Time is not a fixed thing. Most people believe that we can do nothing about time, that it marches on relentlessly. Our understanding of time has been changed by recent discoveries in physics.

With quantum physics and relativity, we now can prove that time travel—the ability to break free of linear time—is not only possible, it is inevitable. Many people believe that time travel is physical impossible, and our new view of the universe shows clearly that this is not true. I'm not just talking theory here; I refer to experimental fact as well.

Time is intimately related to mind and thought and to waves of possibility and probability that arise in an imaginal realm. A key idea has been to realize that we all have access to this timeless spaceless realm where time itself is created. Substantiation of these ideas can be found in practices of ancient Yoga and in a study of what quantum physics has to say about time travel as a reality. The sacred notion that time is circular and modern physics notion that gravity bends time into a circle or closed timeline, may be saying the same thing.

When consciousness acts, these waves change form and the waves traveling backward through time modulate waves traveling normally forward through time. This modulation results in the "squaring" process (a multiplication of one wave by the other) which yields, instead of a possibility-wave, a probability-curve that makes sense in our physical world. The probability-curve provides us with abilities to control our lives and destinies enabling us to develop habits of behaviour and expectation for future success in any endeavours we wish to pursue. Hence without this squaring action, the world would remain in a timeless spaceless state of ever changing possibilities with nothing ever manifesting at all.

And as strange as it may seem there would be no consciousness of any object appearing.

This squaring procedure results in a pattern involving crossing movements of possibility-waves across periods of time that thereby produces the past and future as well as the present. This pattern stretching over time through its multiple reflections gives rise to self-consciousness and creates structures within sub-spacetime for individual evolutionary behaviour, survival, and spiritual awareness.

Hence the ego structure or self-concept exists as a pattern in spacetime. Modern Yoga through body poses enables individuals to change these patterns. Mind Yoga for time travel involves a similar change through altering your self-concept. A new sense of spiritual wellness can arise from this alteration providing a new feeling of wellbeing, health, greater vitality, more enjoyment of life, and other benefits.

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Erik Olin Wright is Vilas professor of Sociology at the University of Wisconsin, Madison. He was born in Berkeley, California, in 1947 and grew up in Lawrence, Kansas, where both of his parents were professors at the University of Kansas. After completing his undergraduate degree at Harvard University in 1968 he did a second undergraduate degree in history at Balliol College, Oxford. In 1970, to avoid being drafted into the army during the Vietnam War, he enrolled in a Unitarian Seminary in California, during which time he also worked as an intern chaplain at San Quentin Prison. His first book. The Politics of Punishment, came out of that experience. When, in 1971, the draft law changed to a lottery (and he got a good number), he began graduate school in Sociology at the University of California, Berkeley, After completing his PhD in 1976 he began teaching at the University of Wisconsin, Madison, where he has been ever since. His research has mainly concerned comparative class analysis and problems of rethinking the foundations of contemporary Marxist theory. His most recent books are Reconstructing Marxism: essays on Explanation and the Theory of History, with Elliott Sober and Andrew Levine (Verso, 1992), Interrogating Inequality (London: Verso, 1994), and Class Counts: Comparative Studies in Class Analysis (Cambridge University Press, 1997, 2000). He is also director of the Real Utopias Project and general editor of the book series published by Verso connected to that project. The next book in the project, coauthored with Archon Fung, is Deepening Democracy: innovations in empowered participatory governance (forthcoming, 2003). In 1995 Professor co-authored a Study with Dr Janeen Baxter from Queensland University.

To see Professor Wright and Dr Janeen Baxter's Study, The Glass Ceiling Hypothesis - A Comparative Study of the United States, Sweden and Australia (The American Sociological Review, June, 1995) see: ssc.wisc.edu/~wright/GenderGap.pdf

Interview with Professor Wright

In your Study, The Glass Ceiling Hypothesis - A Comparative Study of the United States, Sweden and Australia, you conclude that, "Claims about the existence of a glass ceiling are quite vulnerable to observational misperceptions. The very low representation of women at the top of authority hierarchies may create an appearance of a glass ceiling -a concentrated structure of impediments to promotion at the higher levels of organization-where in fact discrimination is either more or less constant throughout the organization or even concentrated at the bottom." Do you believe that this is indicative of such discrimination being systematic?

My research on the glass ceiling with Janeen Baxter was concerned with one very specific issue: is the metaphor of a "glass ceiling" the best way of understanding the presence of systematic obstacles faced by women in managerial hierarchies. The expression "glass ceiling" is a popular metaphor in discussions about gender discrimination, but it is often used in a quite vague way as a label for any kind of discrimination within workplaces. We felt that the term should be given greater precision. Let me explain this by describing four different scenarios, each of which involve significant obstacles to promotion faced by women, but which have quite different implications:

- there are severe obstacles to women getting to the bottom rung of a managerial hierarchy, but once they get to that level, they face no further gendered impediments to promotion: their chances of promotion to each subsequent level are the same as for men.
- At every level of a hierarchy women face discrimination in getting promoted, but the degree of this discrimination is fairly constant at all levels: men find it easier to get promoted than women at every level, but this gap in promotion possibilities is constant.
- 3 The obstacles women face to promotion are relatively weak at the very bottom of organizations, but get steadily more severe as you move to the top of the organization: there is a steady increase in the intensity of discrimination.

4 Obstacles to the promotion of women are present throughout the organization, but at some point they become an absolute barrier: women cannot get promoted beyond that point.

Now, scenario 4 is the strictest illustration of a glass ceiling, for the metaphor suggests an absolute barrier, an invisible obstruction to further promotion beyond which women cannot pass. The metaphor suggests that women can get "through the door" (ie into a promotion ladder), but that there is a point beyond which they cannot move. Scenario iii, we argued, is not strictly speaking a situation with a full-blown "ceiling" – since promotions are possible, if difficult, at the top of the organization – but it is nevertheless a pattern of discrimination which shares a basic feature with the glass ceiling, namely that the obstacles to promotion intensify at higher levels of the organization. Scenarios i and ii, on the other hand, do not display this characteristic. We argued that these two patterns – either obstacles concentrated at the bottom of organization or constant discrimination up and down the organization, should not be referred to as a "glass ceiling".

Why does this matter? Well, if discrimination against women becoming managers is concentrated at the "ports of entry" to managerial hierarchies rather than at the top, then public policy and social pressure should be directed more to opening up the bottom of hierarchies than the problem of the top of authority ladders. After all, even if discrimination does exist against women at the top of organizations, this affects many fewer women than discrimination at the bottom of organizations. If, on the other hand, the battle against discrimination has been largely won at the bottom, but real barriers exist at the middle or top of organizations – the imagery of the glass ceiling – then political attention should be directed at that level of organizations.

So, what did we find? Our main finding is that while we found strong evidence that promotions into and up managerial hierarchies is more difficult for women than for men, there was really no systematic evidence

that these obstacles are concentrated at the upper levels of organizations. That is, if a woman makes it to middle levels of management, she may still face some discrimination in moving to top management, but those obstacles – the intensity of that discrimination – is not more intense than the discrimination she faced getting to middle management. And, at least in some countries in our study, if anything the evidence suggested that discrimination is sharper at the bottom of hierarchies than at the top.

To what main factors do you attribute the existence of this discrimination to and does it differ for each country?

Our research was less concerned with diagnosing the specific causes of discrimination, than in identifying the pattern of discrimination. We were able to show that discrimination exists even after you "control for" a variety of attributes of employees. For example, it could be that one of the reasons women have a harder time being promoted up managerial hierarchies then men is that they have less labour market experience (if, for example, they took time off to have children). So, to check out this possibility, we compared men and women with the same levels of labour market experience and found that this made very little difference in the "gender gap in authority" (ie in the relative chances of being promoted up hierarchies). In fact, even if we control in this way a whole host of qualities, it turns out that the gender gap in authority remains large and significant. While this does not enable us to say precisely what is the cause of the disadvantages women face in promotion, we can say with some confidence that at least part of the explanation is probably active discrimination within the workplace, not simply the attributes of women seeking promotion.

From your research what have you found to be the effects of the Glass Ceiling on women and what strategies do women employ to overcome it?

As I said, we did not find strong evidence for the existence of a "glass ceiling" in the precise sense we are using the term. What we have found is discrimination against women in authority structures. The main "effect"

of this is simply that women are much less likely than men to get into managerial positions and rise to the more powerful and responsible positions within those hierarchies.

In terms of the strategies for combating this discrimination, our evidence suggests that the discrimination is weakest in those countries, such as the United States, in which there exists what we called a "liberal rights" approach to the problem of women's position in the labour force. In more social democratic countries, such as Sweden and Norway, the women's movement has been more concerned with the state provision of nonmarket services - such as publicly funded childcare and state mandated funded parental leaves – that are of particular interest to women, rather than their rights within work. Liberal democratic societies such as the United States see the problem of gender discrimination as a civil rights issue, and as a result the struggle against such discrimination has centered on anti-discrimination laws and court cases. It appears that this has been more effective in reducing the gender gap in authority than focus on state services in the social democratic political settings. Indeed, it may even be that such progressive policies as paid parental leaves which are certainly desirable from an egalitarian point of view, may actually contribute indirectly to intensifying workplace discrimination: employers may be even more reluctant to promote women into positions of power and responsibility knowing that the women have a legally-enforceable right to take considerable time off from work when they have a baby.

Do men experience barriers that are comparable to the Glass Ceiling?

The whole idea of the glass ceiling is about the gender gap in authority, so in one sense it doesn't make sense to ask if men face similar barriers. If they did, then no one could get promoted! We suspect – but do not have data to support this—that men who take significant responsibility for raising children probably share some of the same disadvantages of women. At least some of the discrimination probably operates through the ways in which successful careers in high pressure managerial settings

require fanatical devotion to work and extremely long hours, which at least some men are unable to do because of family obligations. Still, we do not have direct data on this.

What policies and programs do you believe are needed at a political and organisational level to eradicate such a barrier?

Here I am speaking less on the basis of my specific research than on the basis of a general understanding of the process of discrimination. To eliminate workplace discrimination I think it is essential that women have enforceable rights against discrimination and that there be procedures in place through which they can challenge acts of discrimination. This is a tricky issue, because – needless to say – in any genuinely fair regime of promotion there will be some women who do not get promoted for good reasons, and the existence of serious, enforceable anti-discrimination rules provides people in such cases with weapons to challenge denial of promotion even when no discrimination occurred. My feeling is that this is simply the cost that needs to be paid in a period in which discrimination remains a reality and needs to be combated.

Beyond enforceable antidiscrimination rights, a more profound issue is the problem of reorganization of work itself so that the actual competitive environment and demands of work do not disadvantage people who seek a balance between work-life and family-life. This is a tough problem because such competitiveness is an essential part of the way capitalist economies work, and one might argue that it is fair that people who are prepared to be monomaniacs about work should get ahead more rapidly and move further than those who want more balance. This would not be such an issue if it were the case that men and women had equal probabilities of choosing such balance. Given the continuing gendered character of childrearing and domestic responsibilities, the problem of work demands constrains the work life of women more than men, and thus becomes a problem of gender disadvantage rather than simply generic disadvantage for people who give weight to family life.

There seem to be two choices here:

- a) policies can be introduced which may encourage, however haltingly, that men become equally involved in domestic labour and childrearing, and thus erode the gendered character of the career disadvantages of people engaged with children. For example, if in paid parental leaves rules men were paid a higher proportion of their wages than women this would create incentives for men rather than women to interrupt their careers for children. This may seem like a bizarre suggestion, since feminists have struggled for so long for parity for women in things like pay and benefits, but in this specific case if one wants to create an incentive for men to adopt traditionally female roles, then a kind of "affirmative action" policy for male domestic work may be required.
- b) workplaces can be modified in ways that reduce the trade-off between careerism and family concerns. For example if childcare services were provided within workplaces it would be easier for women with young children to cope with the trade-offs. Or rules against overtime work could be imposed on all people in a workplace thus blocking the ability of men to benefit from the fact that it is harder for women to perform such work.

The policies under (b) are likely to be of very limited effectiveness in most high-powered career settings simply because of the broader competitive environment of the capitalist economy would penalize firms which managed to eliminate the advantages of excessive work pressure. Therefore, policies to eliminate differential advantages of men over women that cannot be dealt with through antidiscrimination rights probably have to focus on broader societal changes in gender roles and expectations.

Do you consider the United States to have made much progress in eliminating the Glass Ceiling since the Glass Ceiling Commission of 1991?

I do not have specific data on what happened in the course of the 1990s in the US. What I do know is that in the job expansion of the 1990s relative to men, women – especially white women – in the US disproportionately filled jobs in the top tiers of the economy. That is: job expansion at the top of the employment distribution was disproportionately filled by women. This does not mean, however, than the obstacles to vertical promotions up authority hierarchies declined. It just means that the expansion of new jobs at the top were disproportionately filled by women.

How did you become interested in the Glass Ceiling phenomena?

These analyses grew out of my broader interest in problem of class structure and class inequality. One of the central themes of that work, reported in my book Class Counts, concerns the relationship between class and gender. The problem of the gender gap in authority is one of the interesting problems centering on this relationship.

What advice would you give to women who encounter barriers that make it difficult for them to gain promotions at various organisational levels?

I am not sure what the best strategy for individual women might be in general, since this would depend so much on the broader legal and administrative context of the problem.