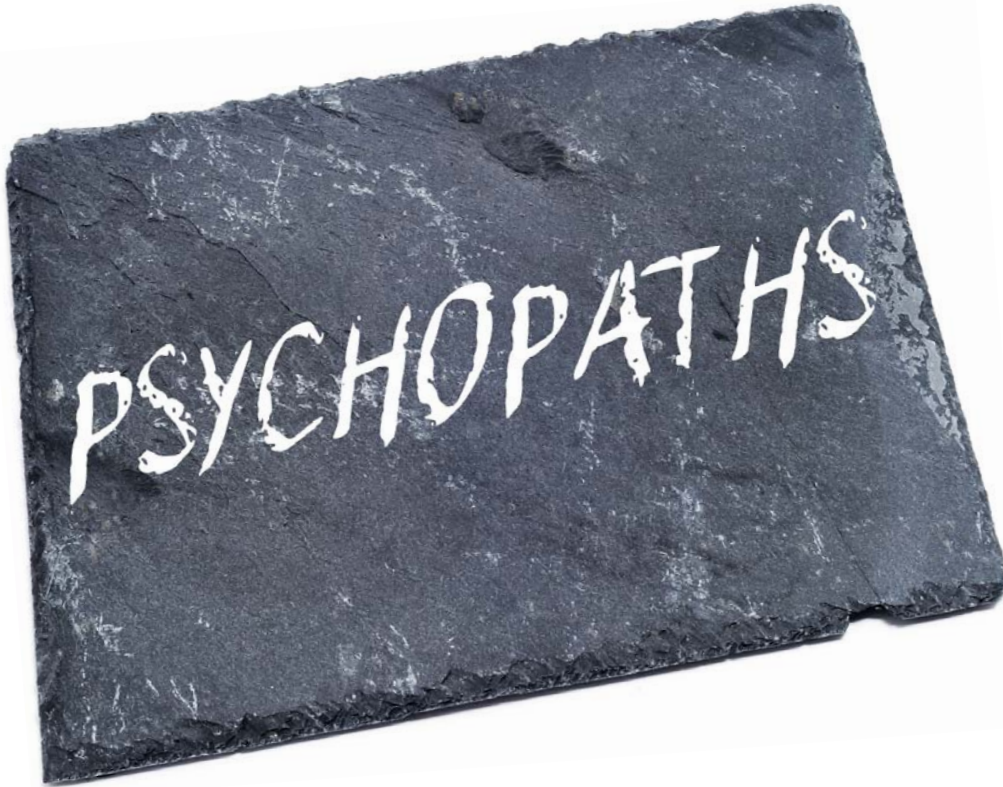


UPDATE



NEWS & ACTIVITIES UP CLOSE

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UPDATE

Hello

Welcome to UPDATE.

Each quarter we share our partners' views and activity, thought provoking articles and the key things happening at everywoman.

This quarter we're delighted to reveal:

- a new everywomanNetwork tool for our partners
- a feature showcasing initiatives our partner FDM have implemented to support the female talent pipeline
- our new Finance Academy

If you would like to contribute to future editions of UPDATE we'd love to hear from you; please contact donna@everywoman.com.

We hope you enjoy this edition.



Karen and Max

WHAT'S NEW

ON THE everywoman Network

Since we launched the everywomanNetwork we've continually evolved the platform to make it the best global resource for women wanting to elevate their careers. We're very excited to announce that the latest phase in the Network's evolution is one that puts the power of our community into the hands of you, our corporate partners and clients. Introducing the community dashboard...

The community dashboard is an easy-to-use tool, bespoke to your organisation, which gives you three key benefits:

- 1) Log in at your leisure to get snapshot details of your membership numbers and watch the numbers grow in real-time alongside your internal promotion of the Network
- 2) Create news and announcements in just a few clicks, allowing you to communicate directly with the women in your organisation who've joined the community
- 3) Build a branded area for your organisation, a closed community exclusive to your employees on the Network, to whom you can showcase internal role models or details of your company's diversity and inclusion programme.

Our launch partners have loved their first few weeks inside the community dashboard and we're confident you will too. For a walkthrough contact kate@everywoman.com

90%

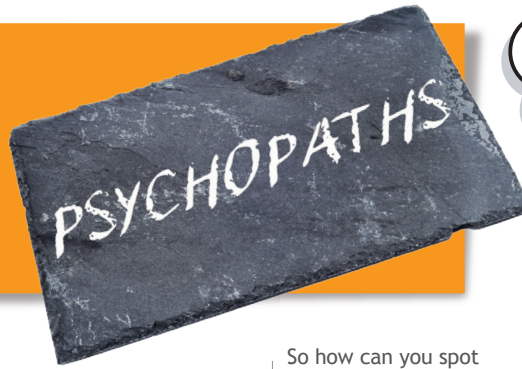
TAKING FURTHER ACTION TO PROMOTE THEMSELVES

In each edition, we like to share a little insight to your members. In September, a whopping 81% of everywomanNetwork members told us that they find promoting a friend or colleague easy, when we polled them during our webinar 'Know Yourself Before You Can Promote Yourself'. Fewer than one in ten thought they were any good at promoting themselves. However the good news is that after the webinar

almost 90% of them told us they were going to take further action to promote themselves. You can find out more about the webinar here: www.everywoman.com/self-promotion

Finally, we want to extend a very warm welcome to our new everywomanNetwork Partners Saunderson House, Travis Perkins, Pace and Enterprise Rent-A-Car.

CAN BUSINESS LEADERS BE PSYCHOPATHS?



LATEST THINKING

If the idea of meeting a psychopath at work fills you with horror, here's a thought - you may have met one already. You may even be one.

Psychologist Robert Hare, who devised the Psychopathy Checklist, the most widely used diagnostic tool for psychopathy, described it as an anti-social personality disorder characterised by such traits as: lack of remorse or empathy, shallow emotions, manipulativeness, lying, egocentricity, glibness, low frustration tolerance, episodic relationships, parasitic lifestyle and persistent violation of social norms.

Sound familiar? One in every 25 business leaders could be a psychopath, according to New York psychologist Paul Babiak, who has identified what he calls 'the successful psychopath' who can mimic the traits of leaders.

So how do you spot a psychopath in your team, what can you do if you find one - and what if it's you?

Spotting psychopaths at work may be hard - they can easily be mistaken for leaders. Their charming demeanour and grandiose talk can resemble charismatic leadership and self-confidence; their ability to con and manipulate, plus their pathological lying, can resemble influence and persuasion.

Their impulsivity and thrill-seeking can look like high energy, action and courage.

So how can you spot them? Babiak suggests looking for 'Red Flags' including an inability to build and manage teams - psychopaths are loners who see others as objects to manipulate. They are unable to share information, resources, and decision-making, they play games and distort information in order to win.

They are liars, but often hide the fact with fast-talk and behind-the-scenes manipulations, and commonly refuse to accept blame for their own actions. They believe they are superior to others and disparage their rivals. They are incapable of modesty and humility,

"One in every 25 business leaders could be a psychopath" according to New York psychologist Paul Babiak.

which they consider weaknesses.

However, Oxford psychology professor Kevin Dutton, who co-authored *The Good Psychopath's Guide to Success*, claims that psychopathic traits such as fearlessness, self-confidence and focus can be controlled and used for good.

Dutton says his research shows that psychopathic traits show up in many successful members of professions including Special Forces, surgeons, top hedge fund managers and barristers, where some individuals have used them to become more professionally effective. So can a psychopath,

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CAN BUSINESS LEADERS BE PSYCHOPATHS?

handled well, be a positive addition to a team? Babiak says it depends on whether the person involved is a true, higher-level psychopath, or just shows some psychopathic traits.

“Anyone who is a true corporate psychopath, as diagnosed by a psychologist or psychiatrist trained in conducting this analysis, cannot be controlled or managed,” he says.

Babiak says there is no upside to having a true psychopath in a team, as they do not play fair, share, negotiate or pull their weight. Although they may claim to be masters of managing

people they are bad at it, and their sense of entitlement and superiority make them poor leaders.

Their self-centredness means they do not have the best interests of the team, colleagues or company in mind. ‘Psychopaths poison the relationships amongst team members and sabotage overall objectives because they do not coincide with their own personal goals,’ he says.

However, he says everyone displays traits seen on the Psychopathy Checklist sometimes, so the occasional act is not enough to warrant a diagnosis - they may simply be the result of personal style or poor management skills. He cautions against trying to diagnose someone as a psychopath.

Professor Manfred F. R. Kets de Vries, Distinguished Professor of Leadership Development and Organizational Change at INSEAD also



believes that there are people who display some psychopathic facets, but not all. He calls these people ‘psychopaths lite’. He estimates that 3.9% of corporate professionals could be described as having psychopathic tendencies.

Babiak, who worked with Hare, says: “On the Hare Psychopathy Checklist Scale which runs from 0 to 40, about 98% of the population are at the very low end, around zero, one, or two. About 1% to 2%, the clinical psychopaths, score 30 or more. There is a

sprinkling of others in between.”

Could the in-betweens be potentially useful to an organisation? Babiak says: “They have not been well studied so it’s hard to assess how ‘psychopathic’ any one of them might be, and which traits and characteristics from the list could possibly be useful to an organisation.”

Given two employees scoring eight on the Psychopathy Checklist, one could score high on superficial charm, grandiose sense

“Psychopaths sabotage overall objectives because they do not coincide with their own personal goals.”

of self-worth, and pathological lying, while the other could score high on poor behavioural controls, impulsivity, and irresponsibility. “Can you really say that either one is a psychopath?” asks Babiak.

Babiak’s psychopathy research team has been working on these questions but is still far from reaching conclusions that can inform human resource decisions.

So what if you think you have discovered someone with psychopathic traits on your team? While being a psychopath is not illegal

PSYCHOPATHS

CAN BUSINESS LEADERS BE PSYCHOPATHS?

or grounds in itself for dismissal, Babiak points out that companies are within their rights to assess performance. "If someone is not performing, management can take action to improve their performance, discipline them for infractions, and move toward termination if that is warranted," he says.

Action could include training, management coaching or mentoring, or an executive coach, tailored to address specific needs.

"Most managers respond well to these types of interventions and improve over time - but I have also found that those with true

psychopathic traits do not," Babiak says.

Failure to improve could be grounds for further corporate action, such as transfer to a lesser job or encouragement to leave the company.

However, Babiak cautions against suggesting that someone is a psychopath. "Whether you are right or wrong you are risking legal



action, and psychopaths, despite their disdain for rules and law, use the law as a weapon against others, including employers and they make formidable adversaries," he says.

Kets de Vries suggests that leaders should

encourage more teamwork, as psychopaths are uncomfortable with it and may well leave. Junior employees should be encouraged to express concerns about colleagues and superiors without fear of reprisal. Lower-level employees usually spot a problem sooner than senior management, as they are more likely to be the targets of psychopathic behaviours.

What if you think you have psychopathic traits? Babiak suggests that you seek out a psychologist or psychiatrist trained in the assessment of psychopathy. If their evaluation shows you have some of the traits, consider coaching to help in your job, and

counselling or therapy to help with personal relationships.

He adds: "I would certainly not broadcast this diagnosis to anyone. Educate yourself about some of the dysfunctional behaviours, attitudes and judgments of psychopaths and try to ameliorate them in yourself."

Babiak warns: "Be wary of online tests for psychopathy. Most are just lists of trait areas or snippets of behaviours with little or none of the background information that trained psychologists use to conduct an assessment."

Dr Paul Babiak



* Dr. Paul Babiak is an industrial and organisational psychologist who coaches and consults with executives and organisations on issues related to corporate psychopathy. His research focuses on corporate psychopaths, their traits and characteristics, manipulation techniques, and the impact they can have on organisational performance and employee job satisfaction. He is the author of *Snakes In Suits: When Psychopaths Go To Work*, with Dr. Robert D. Hare, as well as several scientific papers and book chapters.

WHAT CAN BE DONE TO REMEDY THE SHORTAGE OF WOMEN IN TECHNOLOGY?

The IT industry is overwhelmingly male – only 14.4 % of UK IT employees are women, and globally fewer than one in five of IT senior managers are female.

Does it matter? You bet. Now “every business is a digital business”, according to Accenture’s Technology Vision 2014 report, and digital increasingly determines the destinies of companies in all industries. Women and businesses stand to lose out if women are not better represented in IT.

So what can be done to remedy the shortage of women in technology? When Sheila Flavell, Chief Operating Officer of international IT services provider FDM Group, discovered that only 16% of FDM’s workforce was female she founded FDM’s Women in IT (WIT) campaign. It has boosted female staff to 25%, and increased the number of women in the management team to over 50%.

FDM recruits 1,000 graduates annually and puts them through a 16-week IT training programme before placing them on-site with clients such as banks and airlines as IT consultants for two years.

“It’s odd that IT is a male-dominated industry because when women join us, they love it. Their organised and structured approach means they are good at it,” she says.

Women may be deterred from technology careers because they are so male-dominated. Currently women make up only 13% of workers in science, technology and engineering (STEM). Meanwhile the UK economy requires 830,000 professional scientists, engineers and technologists between now and 2020. This works at out over 100,000 new STEM graduates a year, but currently the UK only produces about 90,000.



“Every business is a digital business”, according to Accenture’s Technology Vision 2014”.

Fewer girls than boys take A levels in STEM subjects, except biology. Almost half of all maintained co-ed schools in England sent no girls on to take A-level physics in 2011. Based on current expected changes it will be 2058 before female and male A-level students will be equally represented in STEM subjects.

At undergraduate level women make up only 15% of those taking engineering and technology degrees and

18% of those taking computer science. Of those women who graduate in STEM subjects, only 51% go on to work in STEM.

In a bid to attract more girls to STEM careers, the government is working with toy manufacturers and retailers to market science and technology toys that appeal to girls. Lego recently launched a construction set featuring a female scientist, astronomer, and palaeontologist. Commenting



“We chose to partner with everywoman because they are doing great things to advance the careers of women”.

on the launch, Anne-Marie Imafidon, FDM everywoman in Technology Awards Rising Star of the Year and founder of the Stemettes project to inspire girls into STEM careers said: “I think the figures will certainly encourage more girls to consider going into science roles. They might also help younger children see female scientists as more of a ‘normal’ thing.”

The problem, says Sheila, is that schools, universities and employers do not make STEM and IT careers appealing to girls. “We need to open schoolchildren’s eyes to the fact that IT is not a men-only career. It’s too late by the time they get to university. We need more female role models to inspire girls,” she says.

“Schools must explain the diversity of careers available in IT and what the career path to Chief Technology Officer or Chief Information Officer looks like”, she says. Will the government’s move to put coding on the curriculum help?

“Many Chief Information Officers start as coders but we also need to show that not all come from a tech background - many have a business background,” says Sheila.

It’s not helpful that the IT curriculum is seen as out of date, boring and irrelevant, says Sheila. “If the government changes the curriculum to suit the real needs of the IT industry it will be more relevant to young people and the problem may be solved.”

But even when young women do want IT and STEM careers, Sheila believes that employers do too little to attract and retain them.

“Employers must be seen to welcome women from initial recruitment onwards,” says Sheila. Even the language used in job vacancies matters. “Women typically want to satisfy 100% of a job’s list of requirements, while men are happy with only 30%. So we ensure that the vacancies provide fewer boxes that need ticking which means more women apply,” she says. In advertisements and telephone interviews FDM uses less ‘masculine’ language. “Instead of words like determined, objective and leader which are seen as masculine we use

words like committed, co-operative and dependable,” she says.

FDM’s WIT campaign, led by Sheila, also helps attract women. It includes FDM-hosted careers seminars and networking events to inspire women to work in IT, and the appointment of Female Champions to act as role models and help promote opportunities for women in all of FDM’s ten centres across Europe, North America and Africa.

Women employees can request a female mentor from within the business, and a women’s network of staff discusses and suggests internal and external developments.



in association with **tech**^{UK}

FDM is also partnering with everywoman to sponsor the FDM everywoman in Technology Awards, www.everywoman.com/techawards which recognises role models throughout the IT sector, and is a supporting partner of the everywoman in Technology Leadership Academy to develop female talent through masterclasses, panel discussions, inspirational speeches and online resources.

Sheila says: “FDM is synonymous with bringing more women into technology so we chose to partner with everywoman because they are doing great things to advance the careers of women so they are the natural home for our campaign.”



LEADERSHIP ACADEMIES

everywoman's Leadership Academies are indispensable events for your female middle managers. In addition to Personal Development these one day events feature:

- Keynote Address with a leading female figure
- Dynamic Panel of Award-winning Women
- Masterclasses hosted by experts in women's development
- Peer-to-Peer Networking and the opportunity to meet Role Models

Delegate packages include ten delegate places and profile. Many of our Partners invite clients and employees to share the day, demonstrating their organisation's commitment to developing future female leaders.

To find out more contact your Partnership account manager or events@everywoman.com



21 November 2014
everywoman in Finance Leadership Academy at the Financial Times

www.everywoman.com/finance



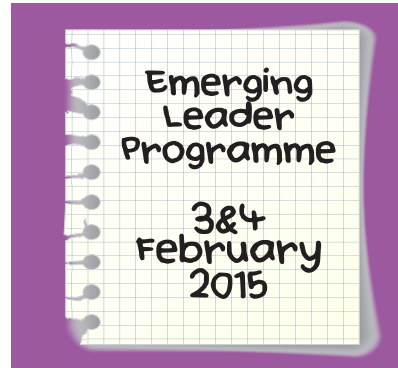
17 March 2015
2015 FDM everywoman in Technology Awards

Contact: joyce@everywoman.com for table bookings

“Fantastic content, relevant, concise and clear, great dynamic within the group.”

Account Director - Barclays

LEADERSHIP AND DEVELOPMENT



Over the past 12 years we have developed a portfolio of tried and tested programmes designed to develop female leadership and build the female talent pipeline. Contact us to find out how we can help you develop:

- Your female leaders - emerging or mid-level
- Strong ambassadors and role models for women across your organisation
- Leaders who understand what it takes to successfully manage a diverse team regardless of gender

Contact kate@everywoman.com or 020 7981 2574 to find out more.

WHO DESERVES A THANK YOU?

Nominations for the 2015 FDM everywoman in Technology Awards are open until 3 November. Being selected as a finalist, or winning an Award, will attract attention and support from the business world, government, industry and the press. It recognises the nominee as an inspirational role model who will inspire more women to consider a career in technology.

www.everywoman.com/techawards

EVENTS

To view all of our events go to



www.everywoman.com/calendar

Join our growing list of everywomanNetwork corporate partners, including:



Contact everywoman. 020 7981 2574 | Visit. www.everywoman.com