

PATHWAYS TO LEADERSHIP DIVERSITY™ IN SSTEM

Female leadership plays an important role in strengthening the diversity and innovation impacts of Security and STEM (SSTEM) organisations. Leadership development is a key enabler for women to achieve excellence in SSTEM and supports retention. It also acts as a strategic lever to unlock the full talent potential of the SSTEM workforce, embed diversity and inclusivity into culture, become an employer of choice and experience all the innovation and profitability benefits that diversity offers.

To be effective, female SSTEM leadership development should consist of a holistic approach that integrates formal, social and experiential learning approaches across the four key stages of the Pathways to Leadership Diversity™ cycle.

IMPLEMENT tailored leadership development for female SSTEM leaders at all levels, based on research, best practice and women's lived experience.

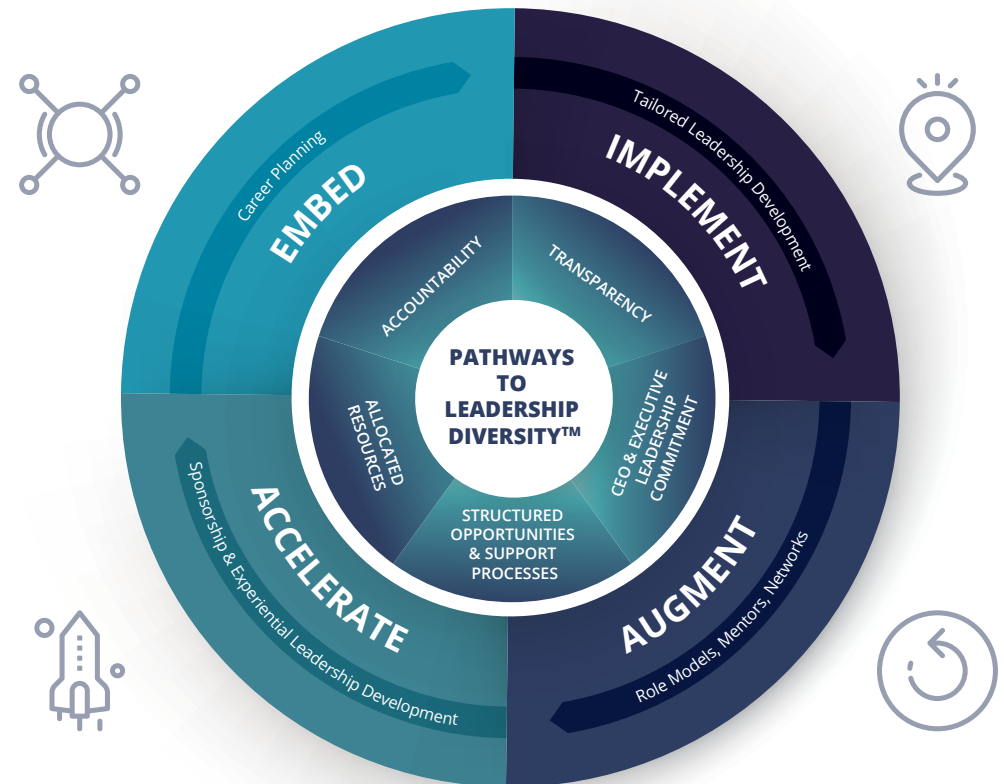
AUGMENT leadership training with role models, mentors and networks, which are critical enablers to the development of leadership skills for women and career advancement.

ACCELERATE women into leadership roles through sponsorship and experiential development opportunities.

EMBED leadership development and career progression through career planning.

Leadership development, particularly as part of a structured and systemic change, must be underpinned by allocated resources, structured opportunities, support processes, investment from senior executives, accountability mechanisms and transparency measures.

This resource summarises the four stages of the Pathways to Leadership Diversity™ cycle and provides recommendations for structured opportunities and support processes for each stage. The Pathways to Leadership Diversity™ cycle is explored in full, along with recommended transparency and accountability measures, in the White Paper: Navigating Diversity in STEM, available to [download here](#)



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RECOMMENDATIONS TO LEVERAGE THE IMPACT OF TAILORED LEADERSHIP DEVELOPMENT



Intentionally invest in tailored leadership development for female SSTEM leaders at all levels in your organisation. Tailored leadership development should be informed by research and best practice and build a foundation of enduring leadership skills that will grow with them. It should support female leaders to develop a strong leadership mindset and an authentic leadership style, with a focus on expanding the following specific skills:

- a. people leadership skills
- b. successful communication and influence
- c. emotional intelligence
- d. decision-making skills
- e. the ability to lead collaboratively and adaptively to solve complex problems
- f. self-learning to lead confidently in challenging environments.

RECOMMENDATIONS TO LEVERAGE THE IMPACT OF ROLE MODELS, MENTORS AND NETWORKS



1. Support the internal and external network expansion of the women in your organisation through formal and informal networking activities, including by introducing them to people in your networks.
2. Provide them access to female and male role models and job shadowing opportunities.
3. Champion internal and external role models from underrepresented groups.
4. Create platforms within your organisation and across your industry for formal, informal, and peer mentoring.
5. Ensure all leaders are accountable for modelling inclusive behaviour.

RECOMMENDATIONS TO LEVERAGE THE IMPACT OF EXPERIENTIAL LEADERSHIP DEVELOPMENT OPPORTUNITIES



1. Develop pathways to expand women's contribution to committees and decision-making across your organisation.
2. Create a platform for women in your organisation to share their expertise and shine through speaking and via panels and working groups.
3. Construct opportunities for formal and informal leadership, workplace mentoring and job shadowing for emerging and established leaders at all levels.
4. Ensure all women have access to career development opportunities that are appropriately resourced, fit within their work hours and are captured within a learning development plan.

RECOMMENDATIONS TO LEVERAGE THE IMPACT OF TAILORED LEADERSHIP DEVELOPMENT



1. Implement meaningful career progression planning at all levels in your organisation, underpinned by appropriate learning development plans consisting of formal, social and experiential learning opportunities that are supported, prioritised and resourced.
 - a. Have clear and defined pathways for professional development and promotion that are inclusive and flexible.
 - b. Introduce meaningful professional development plans for all staff.
 - c. Ensure equal and flexible access to professional development for women at all levels.
2. Review performance evaluation processes and ensure they are consistent and inclusive – free of bias or discrimination.
3. Communicate promotion and professional development opportunities via timely and transparent processes.
4. Link leaders' accountability to staff talent management through performance assessment as a key performance indicator.