

Making Strides in Gender Diversity & Inclusion in Australia

a Conversation with David Thodey and a Path Forward

by Dr Órla NicDomhnaill

INTRODUCTION

Australia has much to be proud of when it comes to the recent push towards greater gender representation and equality, but at the same time, a great deal of progress remains to be made. Over the years, I've discussed and debated gender equality with CEOs and other business leaders, including those responsible for talent sourcing and development. In these conversations, I've found that, while these leaders appreciated the small steps forward they'd been able to take in this arena professionally, and applauded the progress they'd seen on the national front, they were also frustrated that their endeavours hadn't yielded more impactful results. Despite their heartfelt vows and committed efforts, their "outcome" metrics continued to fall short of their goals for progress, and this left them feeling discouraged and concerned. The pace of progress in the C-suite and executive ranks has been particularly frustrating.

The statistics align with these sentiments, and they show the mixed progress we've made as a nation. On the plus side, in the past five years the country's gender pay gap has been reduced from 26 to 19 percent (Workplace Gender Equality Agency, 2016). Further, female representation on ASX 200 Boards has almost

doubled, from 11 to 20 percent, since the introduction of the "If not, why not"¹ reporting requirements (AICD, 2015). Nonetheless, the latest demographic data suggests that we still have a long road ahead. There's a dearth of female representation in the C-suite, and while women make up 32 percent of senior manager roles, only 17 percent of them are CEOs (Workplace Gender Equality Agency, 2015). Of the top 200 companies in Australia, only 12 are led by women. In fact, there are more CEOs named Peter than female CEOs in the entire country (Dent, 2015).

In my own search for more answers, I recently sat down with David Thodey, former CEO of Telstra and current chair of CSIRO, to discuss his perspective on and advice for achieving gender equality in Australia. Thodey has long been an advocate for change in this arena. What follows is my Q&A with him on this topic, and then my own response and viewpoint, which includes a set of ten key actions that I believe can drive progress and create a path forward from here. While Thodey and I each believe there is no clear panacea that will swiftly solve the problem, we do believe there are many ways to compel and embed necessary change.

INTERVIEW WITH DAVID THODEY

Where, in your view, has Australia made the most progress in the gender Diversity & Inclusion (D&I) space in the past five years, and why? (Government, boardroom, C-suite, broader organisation down to frontline?)

One positive change relates to the fact that the visibility of the issue of gender inequality has been much higher in Australia during the past five years. It is pleasing to see the Australian government is actively committed to and working to increase the representation of women in the public sector at federal and state levels—that’s encouraging progress.

The conversation about gender diversity in Australia has definitely been maturing in recent years, but it’s not yet fully developed. We need to continue to stare deeply into the drivers of why things are the way they are with regard to lack of female representation in many positions in society.

People are starting to realise the issue of gender inequality is more complicated than the way we have been looking at it in the past—and we need to continue this discussion. We have to look at social norms and behaviours. You have to look at the prejudice, bad behaviours, and bad policies that have created this problem. Having said that, we also have to be realistic about how hard it is to change this dynamic. It’s going to take time to address these norms and behaviours.

All the stereotypes about the role of male and female leaders are simply that—stereotypes, with little basis in reality. These things take time. The question is: How do we move forward?

If I reflect on the areas where we have made the most progress with regard to gender diversity in Australia, the data indicates that women’s representation on boards may have improved a little, but I think the reality is that we have not made as much progress as we would all like.

I oscillate between being pessimistic and optimistic about our progress in Australia. On the one hand, we are evolving the conversation, but the reality is that the progress we have made is not good enough. Overall, I choose to be optimistic and reflect that we have started the journey.

We need to continue to say that the status quo is not acceptable—I think that most people today would say that. We have to say this very strongly. We are not doing well enough with regard to gender equity in Australia, and our country is the lesser for it. We are not placing the best people into the right roles, often because of gender bias.

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Where have you seen the least amount of progress in the past five years or so, and to what do you attribute that inertia?

We have not made much progress at all with regard to female leadership in organisations, and particularly at the top. While many organisations have made commitments to gender balance at senior levels and implemented lots of policies, the outcomes do not match the efforts at the moment. In general, most corporations are still struggling to get increased representation of women at the highest levels of organisational leadership.

Most boards would say they have made some progress on gender balance around the board table, but for some

reason that same progress just hasn't happened in the executive ranks. Partly, this is about the time required to see the impact of new policies, and partly it is about addressing the need for more women to be considered for these roles.

We have to be critical of ourselves at all times. Are we doing enough? We have to keep that tension.

What frustrates you about the way in which the challenge has been addressed in the past five years? What would you like to see in the macro space?

The rate of change and progress in all spheres, but particularly in organisational leadership at the higher levels, is very frustrating.

One of my other frustrations lies in the superficial discussion and the tick-the-box approach with regard to gender inequality. I see some organisations doing that for political correctness and not confronting the deep-seated bias that exists in all organisations. We need to do this as a country as well. Too often, we are having superficial discussions rather than facing the deep cultural and societal issues that exist, across all parts of the community.

What I want to see continue to happen in the macro/societal space is continuation of the energy around the topic. We have to continue to have the ongoing, proactive

dialogue. Gender inequality is the manifestation of deeper cultural issues in our society. We must not let gender inequity be relegated to a secondary issues.

To me, this issue is about the fundamental recognition of the contribution of people. It is about us as humans—that's what we're talking about. There are different contributions and characteristics that men and women make at work, in the community, and in broader society. We need to have this discussion in the broadest possible way. It is a societal-level issue. We need to focus energy on getting rid of stereotypes, because we are looking for people to contribute and reach their full potential, irrespective of gender.

When you look back at your career, what external gender D&I initiative are you most proud of, and why?

The Australian Male Champions for Change (MCC)² initiative has been very important. The top 20 ASX CEOs are still all men (the last time I looked).

While I don't accept that the CEO can be held entirely accountable for the whole D&I challenge, they have the largest influence on the culture of an organisation and what they do and say. Having CEOs sitting around the table, talking and trying to understand how to improve inclusiveness in their organisations—and taking action—is incredibly valuable. Is it the ultimate answer? No. But it is an important initiative that I personally received value from, and I think that it improved the awareness of the challenges, so I am a great supporter of the MCC.

Some of the biggest “wins” with the MCC effort were the really interesting initiatives that were shared and committed to. This includes “All role flex”, the “50/50” representation initiative, the “If not, why not”, and “Plus 1” commitments.³ Being able to talk about these initiatives, and the challenges in implementing them, has been invaluable.

One of the biggest “wins” for MCC has been the shift in the level of the conversations. It has gone from just talking about individual initiatives in each company to a deeper level of discussion, where people are often sharing out of failure and frustration. This has been a significant change in this area.

One of the wonderful things about the MCC initiative has been the forum it provides for senior leaders to speak openly and honestly about the challenges related to making progress in the D&I space and implementing specific initiatives. The MCC has also driven and been involved in good research work.

Making it personal has also been effective with the MCC. When it is personal—CEOs who have daughters/partners with full-time careers, who have perhaps experienced unjust bigotry—the conversation takes on another level of urgency. This is not theoretical HR policy—this is about equity.

Externally, is there anything you wish you had tackled in a different way or initiatives/efforts that didn't pay off in the way you anticipated?

I wish that I had done more, implemented faster, and been uncompromising in my expectations.

“ We have to continue to have the ongoing, proactive dialogue about how we are improving our society in general, and gender equity is an integral part of that discussion in striving for the greater good. Gender inequality is the manifestation of deeper cultural issues in our society. We must not let gender inequity be relegated to a secondary issue—this is a deeply cultural issue that reflects the values of our nation.”

What is your personal view on implementing quotas for government, boards, or organisations?

I have decided that I don't think quotas are inherently wrong; the problem is that people think that setting quotas will solve the problem, and that simply isn't true. Targets and quotas are fine, and I definitely think organisations need to set themselves targets for gender representation every year, but they should spend more time thinking about and tackling the initiatives that will move the needle on the input/driver side of the equation.

Quotas might be the right next step to truly move the needle on gender at work. If we implement them, then we really have to push it with regard to where each company is and the self-reporting mechanisms. The other consideration lies with the accountability mechanism. What consequences will organisations who don't meet quotas face? Implementing fines wouldn't be enough

to drive change. Essentially, we would have to connect CEOs and leaders to a deeper purpose of why quotas and progress are needed.

Quotas might help us make progress. They are probably a necessary tool for change to help us make speedier progress. Having said that, quotas are not the panacea. Implementing quotas is just one way of getting to and measuring an outcome—but if we don't get all the key drivers right, then we will end up getting nowhere!

The most important thing we can all do is create more inclusive cultures, where diversity is celebrated and we are blind to gender, race, creed, or anything else that causes us to judge others—besides contribution and values.

In your view, what initiative would provide the “biggest bang for our buck” within government, boardrooms, and organisations?

I wish there were a simple guaranteed solution that I could point to with regard to the path forward, but I don't think that exists. What I do think is that if your aim is making progress that is sustainable and long term with regard to gender D&I, there is no question that the answer lies in creating an inclusive culture. That culture exists when differences in people are celebrated. It becomes sustainable because the culture cascades and becomes self-managing, but you do need to have interventions to drive that change.

To make progress, you need to step in and create impetus and jolt people out of conformity and their intended or unintended behaviours or stereotypes. Some people would challenge CEOs and organisations

to be more confrontational than perhaps I have been. You absolutely have to push the message hard to get the change you're seeking. I can relate to that higher level of intervention to get people uncomfortable with where they are at, but the challenge is that when you do that for prolonged periods, some people become numb to it. So you have to balance making a big statement and splash, and then sometimes you have to continue working on the day-to-day efforts to make it effective in the longer term.

Make sure that the conversations are real, tangible, open, and transparent. Don't oversimplify the enormity of the change required and the complexity of some of the issues.

What advice do you have for CEOs tackling this meaty challenge?

The most important thing for any CEO tackling gender inequality—Diversity & Inclusion—is to have it on your agenda consistently. You have to speak about it constantly and track progress with all the relevant parties continually. You have to make it a regular discussion and part of any review or program that you initiate.

My advice to a CEO tackling this challenge is that you have to talk about all the complexities that relate to inequality and D&I. You have to think about all the drivers and how you can make progress. You can't just focus on the outcome of representation.

My advice to CEOs is that, to make true and sustained progress, you have to involve the entire senior team in your D&I agenda. We cannot look to senior women to be responsible for progress. Some senior female leaders are not personally oriented to think about gender as a barrier or something to be solved. Some of them may want to address it more, but feel like they can't. The responsibility for progress needs to lie with your senior team as a whole. You have to drive a team commitment in the space and make a joint commitment: This is what you will stand for.

I advise CEOs and senior leaders to make D&I a very personal topic. For example, one evening the Telstra senior executive team shared our own personal commitment to gender diversity. Everyone shared why gender equality was personally important to them. We were clear that we didn't want anyone to share abstract ideas or theory, but rather to discuss their personal view or family situation. This was one of the most telling and impactful conversations we ever had on the topic. People

spoke of their personal situations or a deeply held belief. Everyone around the table had a story to tell that was very personal and was a bigger influence on their behaviours than a CEO request or a metric. Having that conversation was very powerful.

I also encourage CEOs to keep a check on metrics and progress so they can get a sense of where they are at all times and know when they need to step in and drive a harder message. You have to confront people with the data. And, for all the hard work, if you don't get the desired results, you have to be able to ask: Why not?

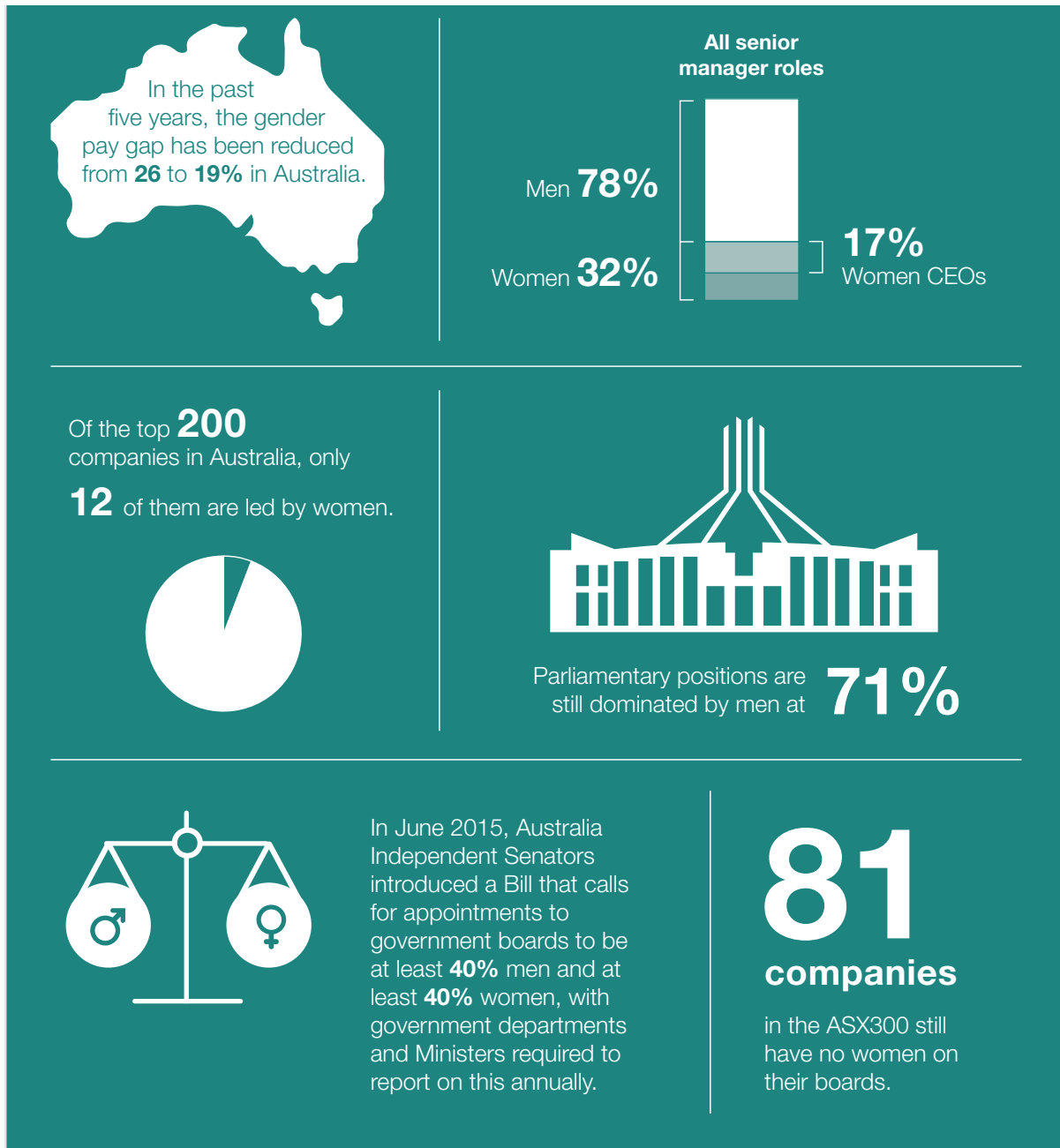
You have to look at all levels of management and try to decipher what behaviours are cascading or not. What's really going on? We really rely on the HR team to be the eyes and ears looking in on what might not be apparent to us. You have to keep asking the tough questions and raising the tough issues.

I'm sure there are times we could have stayed the course better and for longer, and kept it front of mind more, but I don't think we had one initiative that didn't pay off in some way. I don't believe there is one "silver bullet initiative." I wish there were, but so far I haven't seen one!

I am a great advocate for trying many things and driving them to completion—and learning. Every organisation is different, and each comes from a different starting point. We can all learn from each other, but you have to go on your own journey.

“ The responsibility for progress needs to lie with your senior team as a whole. You have to drive a team commitment in the space and make a joint commitment: This is what you will stand for. ”

MIXED PROGRESS IN AUSTRALIA



Despite the visibility, action and progress, these statistics are a potent reminder that gender inequality prevails. The latest demographic data suggests that we still have a steep hill ahead.

For infographic sources, see page 13.

A PATH FORWARD

In this interview, David Thodey highlighted several critical success factors to any organisational transformation effort, in addition to some specific D&I-related topics. I am often asked what CEOs, heads of HR/Talent, board chairs, and politicians should do to make broader and swifter progress in this space. Like Thodey, I don't believe there is a panacea, and I advocate expanding the discussion to find the best way forward. Given the context, it's difficult to articulate simple, concise answers and solutions to such a complex, nuanced, and pervasive problem.

At the same time, there are some key actions that foster change, and we can propose, drive, and measure progress in a few critical ways:

1. **Ensure CEO sponsorship and advocacy**
2. **Engage your senior team**
3. **Conduct bespoke discovery/diagnosis and own what's broken in your organisation**
4. **Make it personal**
5. **Set lofty goals but balance with realistic timelines**
6. **Broaden interventions beyond targets and unconscious bias training**
7. **Consistently build a truly inclusive culture**
8. **Acknowledge and reward broader contribution, beyond financial metrics**
9. **Continue to explore the utility of quotas**
10. **Capture nuanced metrics, drive accountability, and maintain a tension**

1. Ensure CEO sponsorship and advocacy

Setting an authentic tone from the top is critical to driving any significant organisational transformation, and D&I is no exception. PMI's 2013 Pulse of the Profession™ (PMI, 2013c) links successful change directly with an active sponsor, who displays visible sponsorship and advocacy for the change effort, assesses and mitigates any resistance to the change, and oversees the business and management issues that surface. The study noted that "More than three quarters of projects (79%) at high-performing organisations enjoy active project sponsors, compared to less than half (43%) at low-performing organisations." Active and visible sponsorship from initiation to completion is critical to shape and work with the organisation's culture, to ensure that all stakeholders are represented, and to build alliances with others across the organisation.

2. Engage your senior team

Like any critical change or transformation journey, no individual leader, be it the CEO or head of HR/Talent/D&I, can be solely responsible for the outcome. For the effort to succeed, a shared vision must be set and aligned on in the senior executive team. Shared accountability must exist and be supported by individual roles and KPIs. Further, I encourage clients to raise awareness of how D&I biases and behaviours show up on teams and call out the rotation or splitting of roles and responsibilities. In her 2015 articles, Sheryl Sandberg cited a simple example of Richard Branson taking notes at a meeting, a task women are frequently expected to take up. Senior teams can role model mindfulness of gender bias in teams by consciously rotating responsibility for administrative and citizenship tasks and other commonly gendered roles in meetings and team-based projects.

3. Conduct bespoke discovery/diagnosis and own what's broken in your organisation

There are distinct patterns in the ways that Australian organisations have tackled gender D&I. Flexible work arrangements, Unconscious Bias training, women in business awards, and mentoring are among the most common interventions. They are oftentimes rolled out without a true diagnosis of the issue. It's puzzling why CEOs would take another company's D&I strategy and solutions or off-the-shelf training—Surely they wouldn't do the same for their business strategy! While organisations can make headway, meet some targets, and increase visibility as a result of these initiatives, truly sustainable progress will not be made until each organisation takes an honest look at how societal biases are showing up in their system and preventing fair and balanced advancement of their best leaders based on biology and psychology. Organisations in and of themselves cannot be held responsible for the extent to which these societal-level stereotypes exist. However, each organisation must examine the extent to which they appear in their systems, and then seek to address their unique barriers and challenges. Bespoke analysis through qualitative interviews and quantitative “big data” interventions are critical to obtain a realistic baseline of where you are and why.

4. Make it personal

As Thodey suggests, authentic conversations and care and commitment are often driven by personal links to the topic at hand. Making an issue deeply personal and relevant makes personal accountability and true, sustainable progress more likely. Engaging hearts and minds through these processes is more powerful than purely engaging the intellect through a financially-oriented business case.

How personal are your discussions around the boardroom or C-suite tables? How personal are your research and intervention methods? Do you roll out online training, or do you discuss the topic and intervene in a humanistic, personable way? D&I is a deeply personal issue that demands a highly personal response. Surveys can uncover great truths, but in-person interviews, focus groups, and town halls provide the opportunity to explore deeper issues, concerns, biases, and the prices people pay at various times in their careers. Similar group forums to brainstorm and commit to solutions are equally powerful.

5. Set lofty goals but balance with realistic timelines

Goal-setting theory predicts that publically committing to challenging yet attainable goals yields the greatest likelihood of success for individuals, groups, and organisations. Reaching for the stars is wonderful, but it can feel disenfranchising if your goals are impossible in your current context or within a set timeframe. Just as a person who hasn't run 5km in a year couldn't expect themselves to run a marathon on their first day, leaders and organisations must set goals that are based on where their organisation is starting from today. They must consider and design interventions, policies, and programs rooted in their current culture, leadership, structure, systems, and processes—not the ones they aspire to have. This baseline unearthed in the bespoke “discovery” process allows organisations to set challenging yet attainable goals in a timeline that allows for the complexity of effecting true change. It also signals exactly what changes need to be made throughout the entire organisation.

6. Broaden interventions beyond targets and unconscious bias training

Organisations, in an effort to make quick progress, have been quick to reach for “off-the-shelf” solutions, suggesting a one-size-fits-all approach to D&I. While awareness can be raised through Unconscious Bias training, CEOs and HR/Talent leads need to resist the urge to jump to a solution before truly understanding the problem. While common themes of bias emerge across industries, the truth is that each organisation is different, and barriers and biases emerge and take root in nuanced ways. Sophisticated analysis is required to uncover whether the issue is related to practices in screening or hiring, promotion, performance review, compensation review, or cultural expectations. Once armed with this knowledge, organisations can create customised and tailored approaches to tackle these biases over time and set realistic goals, based on their leaders’ specific experiences.

7. Consistently build a truly inclusive culture

In the midst of any significant organisational transformation, CEOs and senior teams must never take their eye off of culture. Research shows that diversity without true inclusion will never yield its full potential. The concept of “covering” has been garnering more attention of late. Defined as a strategy people use to downplay a stigmatised part of their identity or the efforts people make to combat and minimise the potential negative effects of bias, it consists of several components. These can be appearance-based (i.e., altering presentation, grooming, clothing, and behaviours to blend in) and affiliation-based (i.e., avoiding behaviours associated with their identity to protect themselves from negative stereotypes). It is alarming that 66 percent of women, 67 percent of women of colour, and 83 percent of LGBT colleagues report that they “cover” at work (Catalyst 2014). An organisation hasn’t truly unlocked the benefits of diversity until all team members feel that they can be themselves at work. True inclusion is related to enhanced team citizenship and effectiveness, in addition to innovation (Catalyst 2015). Organisations must consider nuanced ways to ensure that all employees feel included and that teams are consistently pulse checking for people contributing their full ideas at work. Temperature checks on the current state of the organisation are critical.

8. Acknowledge and reward broader contribution, beyond financial metrics

We need to broaden our definition and measurement of “success” and career “progression” at work. Research indicates that both biology (sex) and psychology (gender identity of femininity and masculinity) predict the way in which individuals approach their work, spend their time/energy, and make contributions. The first wave of organisational performance captured pure financial metrics. In recent times, these KPIs have been expanded to include key talent and humanistic metrics, like employee engagement, D&I, and culture, where we measure and reward leaders for their contribution. The next wave needs to include even broader concepts of organisational contribution, like Organisational Citizenship Behaviours,⁴ true mentoring and coaching, and other invisible acts that are typically enacted by women. These take considerable time, energy, and bandwidth, and, in some cases, carry an emotional burden. Organisations need to value citizenship behaviours and make them a formal part of performance reviews, promotion consideration, and compensation review, in addition to more routine rewards, like the assignment of roles and special, high-visibility projects.

9. Continue to explore the utility of quotas

Considering the progress made in Australia in the past five years with the mere threat of quotas in the board sphere, it’s worth continuing the conversation on the concept of quotas versus targets across government, boards, and organisations. There are few true fans of the concept, but they may be necessary tools for progress in this space for now. Most people, regardless of their demographics or background, would typically prefer to be chosen for roles and honours based on their merit and contribution—their education, experience, intelligence, traits, mindset, behaviours, and impact—as we all want to feel like we deserve to be in the roles offered to us. However, recent global trends suggest that, as we make progress on all of the above, revisiting quotas as a potential source for rapid progress deserves consideration. I partnered with Harvard Business School Professors to study this topic among others with regards to boards in Australia and New Zealand, and our analyses were very compelling. Much remains to be explored.

The results when analysed along gender lines between female and male directors in Australia and New Zealand were pronounced:

- 30 percent of women directors gave personal support for quotas, versus 9 percent of men.
- 20 percent of women directors felt compulsory quotas such as those used in Norway would be a positive move for change, against 14 percent of men.
- 30 percent of women and 26 percent of men said quotas would be an effective way of increasing board diversity.

Women directors and women seeking their first board appointment expressed that they do not want to be appointed to roles based on quotas, but instead on merit and their capacity to add value. They wish to be sought out by their peers on boards, not sanctioned by any governing body. The research suggested women were torn between wanting to avoid the tokenism that quotas might engender, and the belief that the imposition of quotas might lead to greater representation and equity. NicDomhnaill (2012).

10. Capture nuanced metrics, drive accountability, and maintain a tension

Many organisations set targets and measure progress purely through female participation or headcount of women in their general workforce, or at specific levels. While some insist on having female candidates on short-lists for executive search, and some capture D&I considerations in employee engagement, many metrics are static measures that can easily be massaged. They are simply not nuanced enough to capture the entire employee experience. A blend of leading and lagging indicators across the employee life cycle are critical. Progress must be measured qualitatively and quantitatively, and the CEO, senior team, and senior HR/Talent/D&I leaders must maintain the tension and accountability for progress throughout the year. For example, do you measure and consider wellness and burnout in your organisation? Are there gendered patterns among those who are performing significant invisible citizenship tasks?

In a similar vein—along the concept of “we measure and reward what matters”—in research released last year, Andres Tapia revealed an interesting and telling discrepancy in senior-level accountability for D&I. While 96 percent of executives said they understood its importance, less than a quarter (23 percent) were held accountable by linking their financial rewards to D&I results (2015 Korn Ferry Institute executive survey). Many prominent figures in government around the world are shining a light on progress at the organisational level, yet we are failing to shine that light for our most senior leaders.

Equally, we need to underscore the unacceptability of biases and the status quo. The cumulative research of Robert Cialdini, Michelle Duguid, and Melissa Thomas-Hunt indicate that it is not enough to raise awareness of bias; in fact, it can actually make things worse. Awareness needs to be accompanied by mantras that the status quo can't continue and explicating our specific part in changing it. When organisations train employees around unconscious bias, they often send signals that the vast majority of people hold some types of gender-related biases. As Grant and Sandberg (2015) articulated, we need to shift that message to avoid legitimating prejudice: “By reinforcing the idea that people want to conquer their biases and that there are benefits to doing so, we send a more effective message: Most people don't want to discriminate, and you shouldn't either.”

For further information on our approach to bespoke Diversity & Inclusion Advisory Solutions, please contact:

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Endnotes

1. “If not, why not” refers to the Australian Stock Exchange (ASX) guidelines on diversity reporting. ASX Corporate Governance Council’s gender diversity Principles and Recommendations, were introduced in 2011. Although the recommendations are not mandatory, ASX requires listed companies to disclose in their annual report whether they followed them during the reporting period. Using the “if not, why not” reporting approach, listed companies must explain why they did not follow any recommendation. For more information see: <http://www.asx.com.au/education/listed-at-asx/diversity-guidelines.htm>
2. Male Champions for Change (MCC) is an initiative driven by the former Australian Sex Discrimination Commissioner. Many of the most powerful men in the country formed to publicly commit to being part of the group, to take action on gender inequality through specific actions, and to report progress annually. They also partnered with Chief Executive Women to develop a model for leaders to use in order to examine their own actions and “Leadership Shadow.” The founding MCC group includes Alan Joyce, Mike Smith, Ian Narev, Kevin McCann, Elmer Funke Kupper, Lieutenant General David Morrison, and David Thodey.
3. “All role flex” means 100 percent of Male Champions for Change corporations have a formal policy or strategy on flexible work. Telstra introduced “All Roles Flex,” a company-wide approach whereby flexibility is now considered the starting point for work, with any burden of proof lying with the organisation to demonstrate an inability to comply with the policy. Taken together, “50/50 representation initiative” and “if not, why not” represent a commitment to achieving 50/50 gender representation, with the catch-cry “why not 50/50?” across career lifecycles, from recruitment and talent development to committees and panels. Implement Plus One initiatives are MCC commitments to break entrenched patterns by using a simple obligation to engage managers to add at least one woman to their teams, as roles arise.
4. Organisational Citizenship Behaviours (OCBs) are defined as discretionary behaviours that are not part of an employee’s formal role requirements, but promote the effective functioning of the organisation. Examples include helping coworkers with tasks and alerting others in the organisation about changes that may affect their work (Source: Organ, D. W. (1988). Organizational citizenship behavior: The good soldier syndrome. Lexington, MA: Lexington Books.).

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BIOGRAPHIES



David Thodey
Chair CSIRO

David Thodey is a global business leader, focused on technology and telecommunications, with more than 30 years of experience creating brand and shareholder value.

He is currently chairman of the Commonwealth Scientific and Industrial Research Organisation (CSIRO), Australia's national scientific research agency, as well as chairman of JobsNSW, focused on job creation in NSW. He serves on the advisory boards of Square Peg Capital and UHG.

Mr Thodey holds a Bachelor of Arts in Anthropology and English from Victoria University, Wellington, New Zealand. He also attended the Kellogg School of Management postgraduate General Management Program at Northwestern University in Chicago, USA.



Dr Órla NicDomhnaill
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Dr Órla NicDomhnaill works with directors, CEOs, and senior management teams at the intersection of strategy, organisation, and leadership to enhance culture, performance, growth, and success. She has over 15 years of consulting experience, working with leading organisations and their boards, building board and organisational effectiveness, and fostering leadership strength and senior team alignment.

She was on the faculty at Columbia University, where she taught research methods courses in the school's Social-Organisational Psychology master's program. Her dissertation, "Gendered Behaviour at Work," was published in 2008.

Dr NicDomhnaill holds a PhD in Social-Organisational Psychology, an MPhil in Social-Organisational Psychology, and an MA in Organisational Psychology, all from Columbia University. She earned a first-class honours BA in Psychology from University College Dublin.