

AFF 

# 50%

fiftyfifty



# Why FiftyFifty?

A number of studies show that increased gender balance in executive positions contributes to improved innovation power, profitability and increased attractiveness and loyalty among employees (e.g., European Institute for Gender Equality, McKinsey: Delivering through Diversity).

Core Top Management Barometer 2020 shows that in the 200 largest companies, the top manager is almost always a man (86% CEO and 89% board chairman).

We find a small but positive development in most industries since 2018. Only 1 in 11 industries has a gender balance in the top management group (Core 2020).

# This program builds on 3 former programs

The first FiftyFifty program ran in 2017, with a total of 120 women from 12 participating companies.

In addition to developing actions for their own organization, the participants gained a valuable network, shared experiences and developed a report with 5 concrete actions at the societal level which were handed over to the Norwegian Minister for Children and Equality.

The Second program ran in 2020 with 55 participants (due to COVID-19 restrictions), and 8 companies.

The Third program ran in 2021 with 75 participants from 8 companies. This was an international program and was executed digitally and in English.



# FiftyFifty – a development program on 3 levels



## Highlights:

- ▶ A journey of exploration to strengthen the participant's professional identity as a leader
- ▶ Cross organizational Peer Groups
- ▶ Organizational Teamwork
- ▶ Active Sponsorship

## Methods:

- ▶ A plurality of approaches to ensure learning, space and pace for exploration and cross pollination between organizations.

## Ambitions:

- ▶ Enable more women to make the leadership transition into executive roles.
- ▶ Define barriers and strategies to overcome them. Share practical actions.
- ▶ Collectively engage in transforming ideas about leadership for the 21st century.

## Individual takeaways:

- ▶ Awareness and language
- ▶ Network and community
- ▶ Practical action



# Program and dates

*Majken Askeland*



*Eva Tamber*



Visible and  
aware

Module 1  
19 - 20. Oct 2022



*Herminia Ibarra*

Organizational  
sagacity

Module 3  
14. Feb 2023

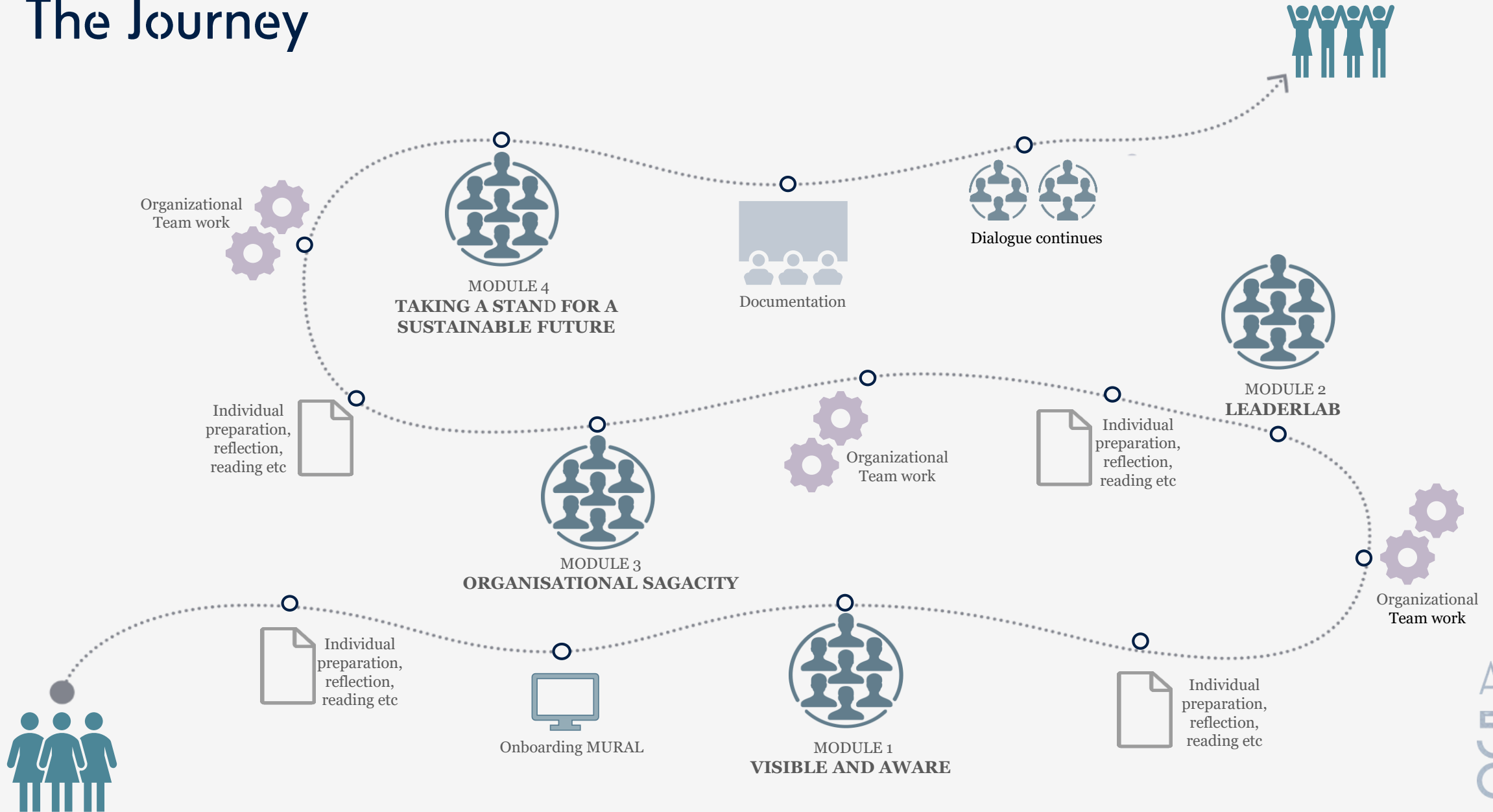
Leader  
lab

Module 2  
15. Dec 2022

Taking a stand  
for a sustainable  
future

Module 4  
13. April 2023

# The Journey



# Professor Herminia Ibarra



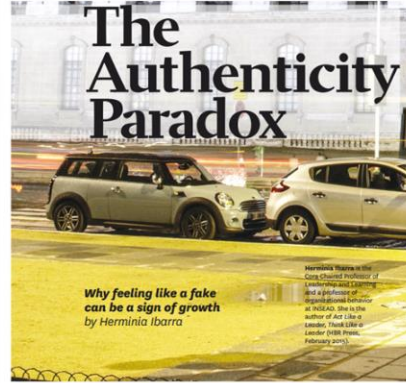
## Women Rising: The Unseen Barriers

by Herminia Ibarra, Robin J. Ely, and Deborah M. Koeb  
From the September 2013 Issue



Photography: Courtesy of Janus van den Eijnden.  
Artwork: Janet Echelman, 126 Sculpture Project at the Amsterdam Light Festival, December 7, 2012-January 20, 2013, Spectra Fiber, high-tenacity polyester fiber, and lighting, 230' x 65' x 30', Amstel River, Amsterdam, Netherlands.

**M**any CEOs who make gender diversity a priority —by setting aspirational goals for the proportion of women in leadership roles, insisting on diverse slates of candidates for senior positions, and developing mentoring and training programs—are frustrated. They and their companies spend time, money, and good intentions on efforts to build a more robust pipeline of upwardly mobile women, and then not much happens.

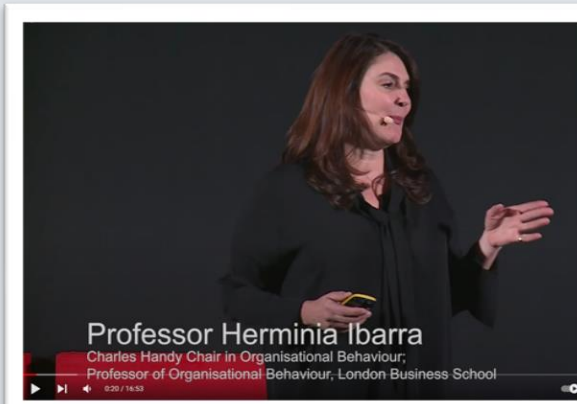
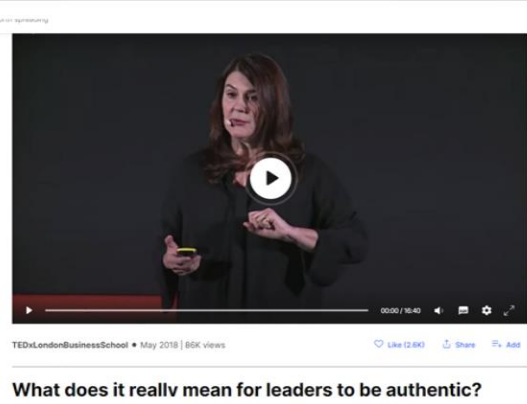
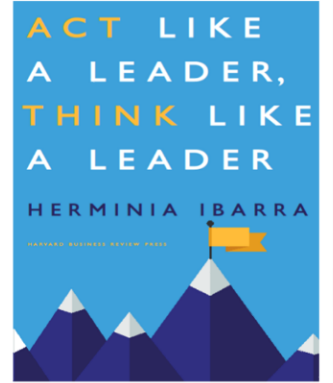


Why feeling like a fake can be a sign of growth  
by Herminia Ibarra

## Why Men Still Get More Promotions Than Women

Your high-potential females need more than just well-meaning mentors.  
by Herminia Ibarra, Nancy M. Carter, and Christine Silva

80 Harvard Business Review September 2010



(click to open)

# Professor Alexander Cappelen



NHH  
Norges Handelshøyskolen

## BREAKING THE GLASS CEILING

Online, 02.09.2020  
Alexander W. Cappelen

FAIR  
Center for Equitable Access  
Accessibility and Sustainability

THE CHOICE LAB

EFMD EQUIS ACCREDITED  
AACSB ACCREDITED  
AMBA ACCREDITED

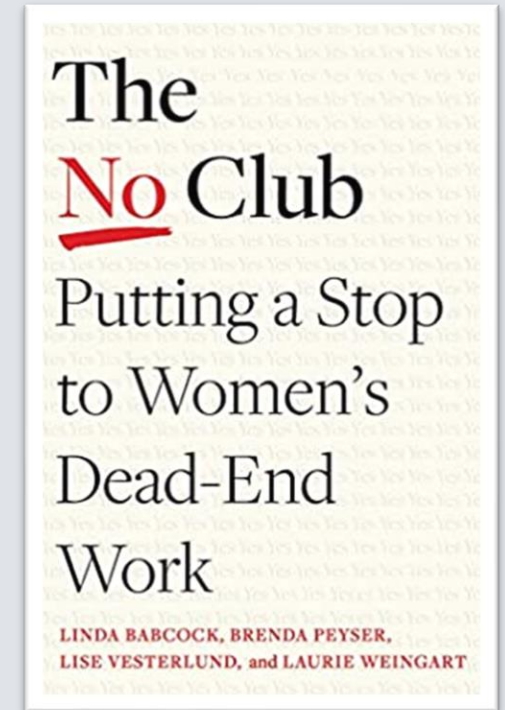
Management Science  
Willingness to Compete: Family Matters

By Ingrid Alnås, Alexander W. Cappelen, Kari G. Stavnes, Erik B. Sørensen, Berit Toppolde

informs  
Association of Operations Research (INFORMS)

What Explains the Gender Gap in College Track Dropout?  
Experimental and Administrative Evidence\*

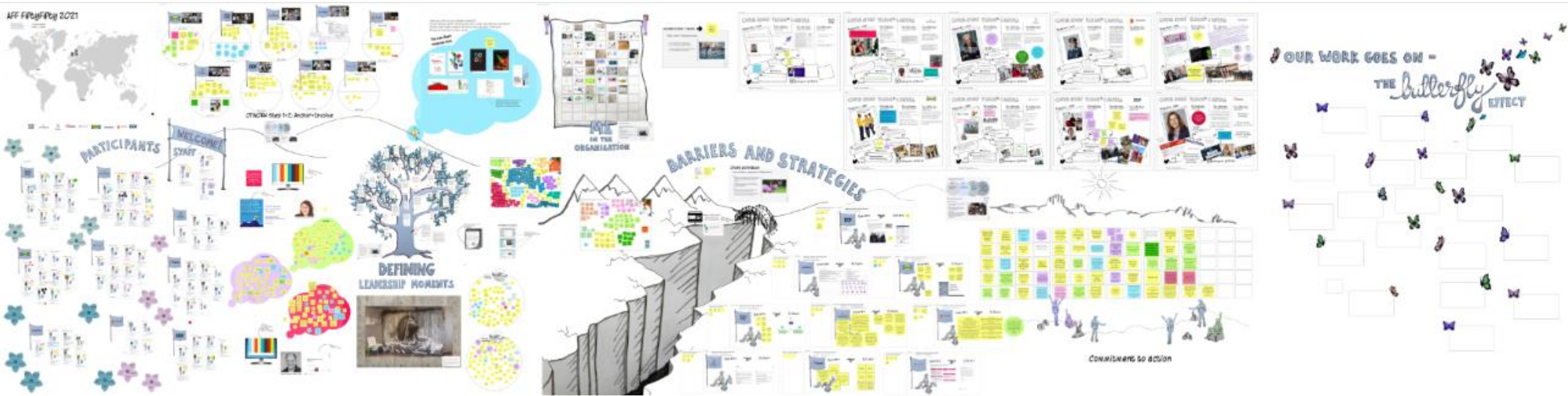
By Ingrid Alnås, Alexander W. Cappelen, Kari G. Stavnes, Erik B. Sørensen, and Berit Toppolde



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# We use a diversity of formats to provide a safe learning space and allow for close connection



The program use a digital wall (Mural) where we together create content and containing articles, lectures, notes from conversations, reflections, art etc.

The 2021 program collaborated with street artist Pyritt to let art's ability to move contribute to creating change.

Workshops, writing, and much more.

# Practical information



## Dates:

Module 1 : 19–20 October 2022

Module 3: 14 February 2023

Module 2 : 15 December 2022

Module 4: 13 April 2023

The program is fully digital, designed for reflection, connection and playful creativity.

## Price:

NOK 20.000 per participant (total 6–10 female participants per company).

The participants from each company includes 6–10 female participants in addition to 1 or 2 sponsors from top executive group.

### The participating companies:

- ▶ wants to define measurable, specific measures for better gender distribution in leadership roles, and who will commit to implementing these measures.
- ▶ will listen and learn from others' experiences across businesses and industries.
- ▶ will share and contribute to society's mission of increased attention and concrete measures also outside its own activities.

Please contact Liz Hellevig at AFF: [liz.hellevig@aff.no](mailto:liz.hellevig@aff.no) or mobile: 905 42 731 if you have questions.



«We need to work systematically to get more women with lower-level management experience to be motivated for executive careers.»

Tove Selnes, Executive Vice President, Storebrand