

Fueling The Future: Women in Oil & Gas

St. John's, March 8-9, 2011



Canadian Centre for Women in
Science, Engineering, Trades and Technology

Winsett Centre

*Putting Fuel in the Tank:
Best Practices in Promoting Diversity and Innovation*

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Winsett
Centre

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Why diversity?



Diversity is integral to business success.

- Women's increased participation and advancement in SETT brings significant economic benefits to organizations.
- This compelling business case is articulated by leaders across all sectors and supported by research findings.

Why diversity?



Solution to Skills Shortages

- The rebounding petroleum sector is experiencing an increasing need for skilled workers.
- >30% of the industry's core workforce will retire within the next decade.
- 100% of the oil sands companies and 88% of the service sectors respondents indicated they are currently recruiting.
- Attracting and retaining more women into SETT provides an expanded pool of talent for shortfalls.

Petroleum Human Resources Council of Canada. [2010 Situational Analysis and Q3/Q4 Short Term HR Trends Report](http://petrohrc.ca/media/44752/final%20situational%20analysis%20and%20hr%20trends%20report.pdf).
<http://petrohrc.ca/media/44752/final%20situational%20analysis%20and%20hr%20trends%20report.pdf>

Why diversity?

Access to Broader Base of Talent

- Employers who support diversity have a competitive advantage in attracting and retaining the well qualified candidates from an increased pool of talent to become the employer of choice.
- 89% of companies cited competitive advantage as the primary aspect of their business case for diversity.



Why diversity?

Increased Innovation Potential

- Most SETT workplaces are technology-intensive and require innovative thinking, working and communicating.
- Mixed groups are less likely to exhibit 'groupthink', generate more ideas, draw from multiple perspectives and experiences, and create more solutions.

Society for Human Resource Management. 2005. Thomas, D.A. & Ely, R.J. 1996. Making Differences Matter: A New Paradigm for Managing Diversity. *Harvard Business Review*, 74(5): 79-91.
Anaconda, D.G. & Caldwell, D.F. 1992. Demography and Design: Predictors of New Product Team Performance. *Organization Science*, 3(3): 321-341.

THINK OUTSIDE THE BOWL



Why diversity?

Greater return on human resource investment

- It costs up to four times as much to continually find and train replacement staff than retain existing personnel.
- Workplaces that support, motivate, offer development opportunities for, and provide returning on-ramps for women employees provide a ROI on valuable human resources and saves on the high costs of differential turnover for women in SETT careers.



Council of Science and Technology Advisors (2002). *EDGE - Employees Driving Government Excellence: Renewing S&T Human Resources in the Federal Public Service*. November 2002. 22 pp. <http://www.csta-cest.ca>

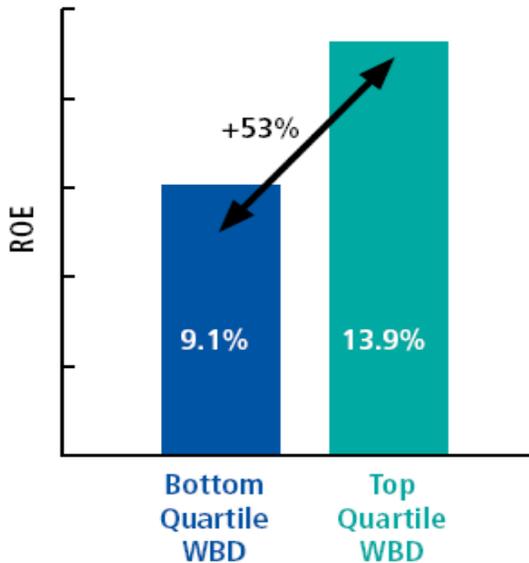
Why diversity?

Stronger financial and governance performance



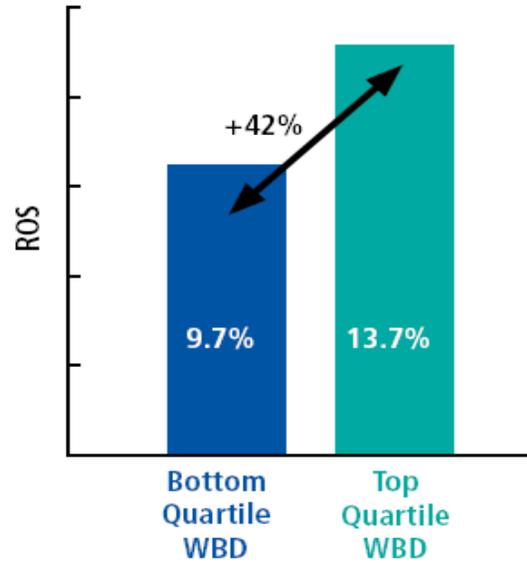
Return on Equity³ by Women's Representation on the Board

Companies with more WBD outperform those with the least by 53%



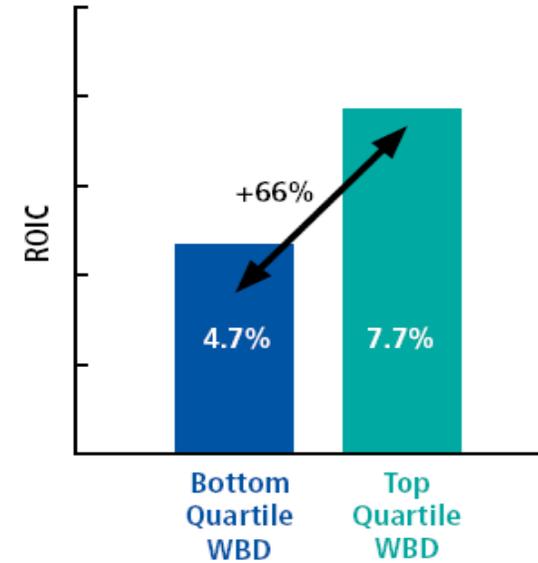
Return on Sales⁴ by Women's Representation on the Board

Companies with more WBD outperform those with the least by 42%



Return on Invested Capital⁵ by Women's Representation on the Board

Companies with more WBD outperform those with the least by 66%



Catalyst. 2007. *The Bottom Line: Corporate Performance and Women's Representation on Boards.*

Catalyst. 2004. *The Bottom Line: Connecting Corporate Performance and Gender Diversity.*

<http://www.catalystwomen.org/bookstore/files/full/financialperformancereport.pdf>

Promoting Diversity – What do women need?

- To be able to become experts.
- To be acknowledged for our accomplishments.
- To have our opinions heard.
- To be able to see ourselves as leaders.
- To receive support, especially during periods of transition.
- To have the ‘power-to’ make change.



Best Practices in Promoting Diversity and Innovation



- To be able to become experts.
 - ✓ Technical excellence makes you invaluable.
 - ✓ Seek core technical positions
 - ✓ Technical training programs
 - ✓ Technical mentorship
 - ✓ Front-line operations and field experience
 - ✓ Management training
 - ✓ Budget responsibility

Best Practices in Promoting Diversity and Innovation



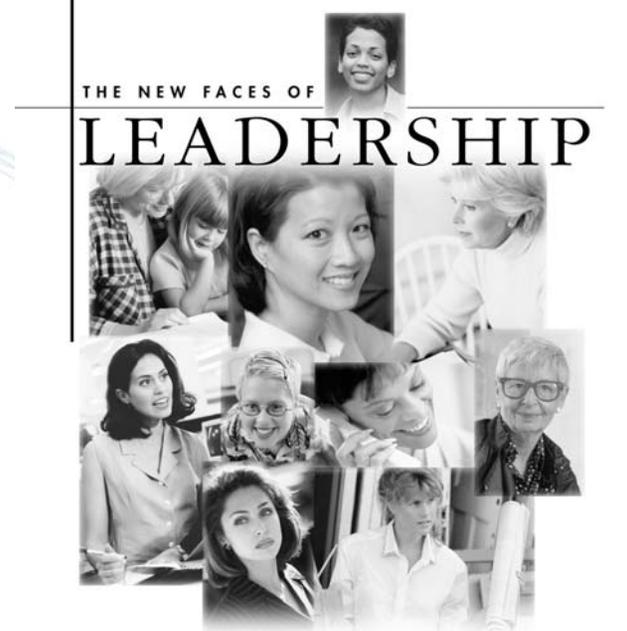
- To be acknowledged for our accomplishments.
 - ✓ Be given opportunities on task forces, special projects, high-profile projects.
 - ✓ Performance reviews judged by same criteria as others.
 - ✓ Know our value. Ensure equitable pay.
 - ✓ ‘Public’ acknowledgement for our contributions for reports, projects, etc.
 - ✓ Profile in making major presentations to clients, senior executives, board members...

Best Practices in Promoting Diversity and Innovation

- To have our opinions heard.
 - ✓ Speak the language.
 - ✓ Use every medium to best communicate to various audiences.
 - ✓ Equitable soliciting of advice.
 - ✓ Promote collaborative leadership like round-table approach of handling meetings.
 - ✓ Say the first word. Say the last word.
 - ✓ Active involvement in task-forces, project teams.



Best Practices in Promoting Diversity and Innovation



- To see ourselves as leaders.
 - ✓ Share our intentions with others.
 - ✓ Ask for front-line supervisory experience, task force leadership, chairing of meetings.
 - ✓ Active mentoring/feedback on performance.
 - ✓ Coaching on leadership styles and problem-solving. What worked? What could you do better?
 - ✓ Be able to interact with other leaders to ‘shop’ leadership styles for what feels authentic to you.

Best Practices in Promoting Diversity and Innovation



- To receive support, especially during periods of transition like to a new position, new employer, or re-entry.
 - ✓ Active mentoring/feedback on performance.
 - ✓ Coaching on leadership styles and problem-solving.
 - ✓ Create a 'tribe', a network, a movement of 'sister courage' – WOLF, OWN

Best Practices in Promoting Diversity and Innovation

- To have the 'power-to' make change.
 - ✓ Re-envision power as the capability to be the change we wish to see; as expansive (rather than as zero sum power-over).
 - ✓ What we need is there if we see it and have the courage to use it.
 - ✓ Constructively embrace controversy.



Best Practices in Promoting Diversity and Innovation



- Additional corporate practices that make the difference
 - ✓ Have a senior executive (CEO, COO) as diversity champion.
 - ✓ Develop and use diversity measures.
 - ✓ Hold managers accountable for attraction, retention, and promotion of women through performance metrics.
 - ✓ Use exit interviews to identify systemic issues.

Additional information and resources from WinSETT Centre



- WinSETT Centre is working with industry, government, academia, and professional associations to address these issues.
- More information during presentation on Wednesday at 11:00

Developing Women's Leadership to Increase Recruitment and Retention in Oil and Gas

WinSETT Centre Support



NSERC/Petro-Canada
Chair for Women in
Science & Engineering,
Atlantic Region



**Status of Women
Canada**

**Condition féminine
Canada**

