

The
perfect book
for high-performing
female leaders.



SHOW UP

HOW WOMEN CAN LEAD IN THE
RESOURCES SECTOR THROUGH
TIMES OF CHANGE

JOAN McEWAN

Feel more in control, feel more connected
to your work and others.

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INTRODUCTION

Let's start with the end in mind! As a female leader, what kind of world do you want to create for yourself and the future generations? Why do you want that particular future? How would this be created and how would it support everyone in a positive way?

I have been blessed with a career that has given me a wealth of diverse experiences. I have been guided along my journey, learning my lessons – most of the time the hard way – and have been privileged to make meaningful progress in many aspects. My career began as a young student nurse who fell in love with the exciting world of the human body, human behavior and the mind. I relished the opportunity to provide happiness and support to the people in my care. I had a hunger for knowledge and a need to always make a difference, no matter how small. Without fully understanding why, I just knew that was what I had to do.

I studied general and mental health nursing, health science and naturopathy as a progression of my desire to understand what it takes for society as a whole to be courageous, content, happy, lovable and fulfilled. I yearned to help people understand their life's journey and to master it with as much ease as possible. Life isn't meant to be so hard!

As a young married couple, my husband and I travelled from Scotland to Australia, looking for more adventures

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and more answers in life's puzzle. We found a smorgasbord of diversity not only in terms of culture, but also in terms of opportunity. Not long after arriving in Australia with our young family in the 1980s, we found ourselves travelling to the Outback in Western Australia. Living and working with the indigenous population in the Kimberley region was one of the most exhilarating, exciting and informative times of my life. I immediately felt connected to this culture and had a sense of belonging. I found their connection to country and spirit profound and I knew if I could blend some of this understanding with my Scottish culture, it would not only allow me to grow and develop, but I would be able to play a role in supporting different cultures to aspire to the next stage of modern female leadership, leading with both heart and mind.

Over the years, I continued to study spirituality along with mainstream education. I found that the more I integrated the two and looked for commonalities, the better the outcomes. I could see how female leaders could feel more in control, feel more connected to their work and others during times of change.

About 20 years ago, I found myself working in occupational health. It was a fragmented world with no clear structure. Compliance was a grey area with many complexities that were difficult to understand. I was frustrated with this world and, before long, I transitioned into the mining and resources sector, a very different world where I truly believed I could make a difference. This was where I found my purpose. Moving into the occupational health arena in a global mining

organisation was daunting but it was also the most exciting thing I had ever done.

When I moved into this area, I found that it was quite archaic. Previous male leaders had determined how the function would operate and who it would serve. What struck me was that it was not designed to look after the workers – the focus was all about production and the bottom line being profits. Much was hidden and the culture did not have space for transparency. It was dictatorial and fear based. Workers would shy away from reporting injuries and incidents for fear of repercussions or even losing their jobs.

I was given the opportunity to mould the occupational health systems of the company, and I believed I helped make it a better and safer place for all who worked there. I spent many years in this male-dominated world and experienced all the fears and challenges of a senior female leader, both operationally (FIFO and residential) and in the corporate sphere.

This is what led me to become so passionate about female leadership in the mining and resources sector. Even back then, I had a sense that we could create a health function that not only served the workers, but also the organisation. Workers wanted to have a voice, and I could see that changing the way workers' health was managed could make a real difference. This was the start of changing fear-based leadership into a more courageous one.

HOW LEADER BEHAVIORS CONNECT TO FEMININE AND MASCULINE STEREOTYPES¹

Masculine Behaviors: <i>Taking Charge</i>	Feminine Behaviors: <i>Taking Care</i>
» Problem solving	» Supporting
» Identifying, analyzing and acting decisively to remove impediments to work performance	» Encouraging, assisting and providing resources for others
» Influencing upwards » Affecting others in positions of higher rank	» Rewarding » Providing praise, recognition, and financial remuneration when appropriate
» Delegating » Authorizing others to have substantial responsibility and discretion	» Mentoring » Facilitating the skill development and career advancement of subordinates
	» Networking » Develop and maintain relationships with others who may provide information or support resources

¹ Karima Merchant, "How Men And Women Differ: Gender Differences in Communication Styles, Influence Tactics, and Leadership Styles" (2012). *CMC Senior Theses*. Paper 513. https://scholarship.claremont.edu/cgi/viewcontent.cgi?article=1521&context=cmc_theses

Masculine Behaviors: <i>Taking Charge</i>	Feminine Behaviors: <i>Taking Care</i>
	<ul style="list-style-type: none"> » Consulting » Checking with others before making plans or decisions that affect them
	<ul style="list-style-type: none"> » Team building » Encourage positive identification with the organisation, cooperation and constructive conflict resolution
	<ul style="list-style-type: none"> » Inspiring » Motivating others towards greater enthusiasm for and commitment to work objectives by appealing to emotion, value, or personal example

In this decade of disruption, now is the time to make changes to leadership. It's time to remove fear-driven control. We need to bring in softer feminine energies to create a balance with the masculine energies that currently dominate the resources sector. We need to create a fuller, gentler and more collaborative workplace to move towards gender

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balance, growth, collaboration, innovation and trust, so we can all make a difference and have a voice with change.

It's time to bring more joy into the workplace and create different ways to grow and innovate. Through greater female leadership, we can leave the autocratic style of leadership behind and pave the way for a new collaborative style that will meet the changing needs of the workplace now and in the future. To break down the "bulling type of mentality.

An energetic shift is happening around the world, giving rise to an acceptance of different ways of thinking and doing. As a modern-day female leader, you have a responsibility not only to yourself, but also to your team, your business, your organisation, your family and society. When you lead with heart and mind, you make a statement to the world that you are prepared to create changes that will affect something far greater than your work environment and will benefit so many in a positive way.

What is the common goal that we, as female leaders, strive to achieve? Or do we each strive for something different? I believe we all want the same basic things in life, and these include career, health, happiness, wealth, joy, contentment, success, love and fulfilment. We want to create a future for our children and grandchildren that is happy, inspirational, fun, meaningful and sustainable.

If we can all work towards these common goals, imagine the ripple effect we will create globally. The possibilities are endless, exciting and humbling – and have far-reaching

and positive implications for the workplace. We are on the cusp of changing the paradigm of female leadership in the resources sector! The new female leader is 100% committed, passionate and unstoppable.

It's important to remember the law of attraction applies here. When you surround yourself with like-minded people, your vibrancy, power and confidence attract like-minded people. And when you are transparent and lead with a strong vision, beliefs and values, you create a sense of vulnerability. People connect with this vulnerability and understand your vision. They will trust you and respect your leadership. This is what was missing in the past with some leadership styles, where trust could not be gained due to lack of transparency, which created fear.

By being clear about your vision and message, you will foster a collaborative team culture. Your people will work towards healthy, sustainable and innovative outcomes. They will feel valued and have a sense of belonging, which are critical to a loyal, creative and agile workplace.

As modern female leaders, who need to be high-performing in an efficient manner, without experiencing burnout, we have an opportunity to shape and pave the way for heart-felt leadership in the resources sector. It is within our power to make workplace culture more integrated, balanced and collaborative; to adopt a clan-type culture where everyone shares the same values and goals, where transparency is paramount to create a team environment of connection and trust. Female leaders who lead with heart and mind ensure

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everyone feels valued, has a voice and is given the opportunity to innovate, create and make a worthy contribution.

HEARTFELT FEMALE LEADERSHIP

So, what is a high-performing, heartfelt female leader and why is now the time to make these changes?

It is time to change the current paradigm of thinking, so females have an equal place on the leadership platform with their male counterparts.² It is time to break down fear-based leadership and make leadership more collaborative. The only way to do this is to develop relationships with your team, to understand them and let them understand you. By sharing your vision, by being open and transparent, you build trust and connection. When this happens, fear dissolves and is replaced with joy and a sense of belonging. This allows people at all levels of business to perform more effectively and efficiently, creating greater productivity and more profits.

Brené Brown writes in *Braving the Wilderness*: “True belonging is the spiritual practice of believing in and belonging to yourself so deeply that you can share your most authentic self with the world and find sacredness in both being a part of something and standing alone in the wilderness. True belonging doesn’t require you to change who you are: it requires you to be who you are.”³

² Tina Pettigrew and Johanna Pulgarin, “Why Female Role Models Matter,” *Forbes*, March 12, 2016. <https://www.forbes.com/sites/ellevate/2016/03/12/why-female-role-models-matter/#38486edd5b47>

³ Brené Brown, *Braving the Wilderness*. Ebury Publishing, 2017.

When you lead with heart and mind, you enable true belonging to transpire as your belief in yourself strengthens. You prepare the way for the next generation of female leaders to lead with generosity, to be in service, to be humble and caring, with gratitude and having fun in the process, bringing joy back into being a leader and for those being led.

History shows that there have been creative, innovative and powerful female leaders throughout the ages.⁴ These women have held influential leadership roles, sometimes in eras when it was not accepted for females to hold such roles. They broke barriers and led the way for future female leaders.

Some of these ground-breaking female leaders include:

- » **Queen Elizabeth I**, who ruled for 44 years until her death in 1603.⁵ Her reign was described as a time of peace, prosperity and art – the “Golden Age”, otherwise known as the Elizabethan Era. Queen Elizabeth I led the UK and colonial empire, which covered six continents.⁶ She set out to rule with “good counsel” and was one of the most educated women of her era. Under her reign, England became prosperous, and she set the scene for social reform, including the abolition of slavery, colonisation and trade expansion. Her legacy was her commitment

4 Kevin Erdman, “What Great Female Leaders in History Can Teach Us About Today’s Workplace,” Progressive Women’s Leadership, July 14, 2015.

<https://www.progressivewomensleadership.com/what-great-female-leaders-in-history-can-teach-us-about-todays-workplace/>

5 Tracy Borman, “7 things you (probably) didn’t know about Elizabeth I,” History Extra, March 11, 2019. <https://www.historyextra.com/period/elizabethan/7-things-you-probably-didnt-know-about-elizabeth-i/>

6 John Rampton, “8 Historical Power Women Leaders’ Stories,” Inc., October 29, 2015. <https://www.inc.com/john-rampton/8-historical-power-women-leaders-stories.html>

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to improving the lives of the people of England.

*The lesson here is: "Taking over management in a difficult time creates the opportunity to establish lasting success, but at times compromise and strong will are necessary to achieve it."*⁷

- » **Katherine Graham**, who was *The Washington Post's* "Chairwoman of the Board" and the first female CEO of a Fortune 500 company. As president of *The Washington Post*, Graham covered issues surrounding the Vietnam War and the Watergate scandal, which led to the resignation of President Richard Nixon. As her climb to power as CEO coincided with the women's liberation movement, she was able to promote gender equality through her newspaper.

*The lesson here is: "Striving towards an objective standard of excellence regardless of others' expectations changes expectations over time."*⁸

- » **Elizabeth Blackwell**, who, in 1847, was the first female to be awarded a medical degree in the US. Pursuing a medical career as a female was extremely difficult; however, Blackwell eventually set up her own practice in New York. She trained nurses during the American Civil War and was active in the abolition of slavery. She wrote many books on females in the medical profession in the 1800s.

7 Kevin Erdman, "What Great Female Leaders in History Can Teach Us About Today's Workplace," *Progressive Women's Leadership*, July 14, 2015. <https://www.progressivewomensleadership.com/what-great-female-leaders-in-history-can-teach-us-about-todays-workplace/>

8 Ibid.

The lesson here is: "Trailblazing a new standard reaches its greatest contribution when the newly forged path opens new roads for others to follow."⁹

COMMON TRAITS OF HIGH-PERFORMING FEMALE LEADERS

- » Passionate
- » Devoted
- » Courage to forge ahead despite criticism
- » Good listening skills
- » Calm under pressure
- » Can manage complex business models
- » Execute strategies¹⁰

Women with influence use their power to influence and transform businesses, organisations and cultures.¹¹ By default, they become role models by being different. They stand apart and challenge norms by having a voice that encourages debate and new thinking.

There is no one-size-fits-all female leader, as we are all unique. However, I believe that as female leaders, we gravitate towards role models who spark our interest, who

9 Kevin Erdman, "What Great Female Leaders in History Can Teach Us About Today's Workplace," Progressive Women's Leadership, July 14, 2015. <https://www.progressivewomensleadership.com/what-great-female-leaders-in-history-can-teach-us-about-todays-workplace/>

10 John Rampton, "8 Historical Power Women Leaders' Stories," Inc., October 29, 2015. <https://www.inc.com/john-rampton/8-historical-power-women-leaders-stories.html>

11 Chris Haigh, "12 Best Female Role Models Everyone Should Look Up To," Lifehack. <https://www.lifehack.org/articles/communication/12-best-female-role-models-everyone-should-look.html>

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we admire for specific qualities, which we develop to fit into our own brand and style of leadership.

Some examples of these role models are:

- » **Audrey Hepburn:** Actress, singer, humanitarian and UNICEF ambassador. She devoted her life to kindness and compassion.
- » **Malala Yousafzai:** Young female activist who advocates for the rights and education of females in the Middle East. She is a textbook example of a strong role model for young women.
- » **Maya Angelou:** Poet, author and activist, who was quietly powerful, strong and determined, forcing change through her writing and speaking.
- » **Michelle Obama:** Lawyer, mother and writer. A strong advocate of women's rights. She is a champion of global women's education programs and anti-obesity initiatives. She was also the first African American First Lady.
- » **Oprah Winfrey:** Philanthropist, humanitarian, actress and businesswoman. Winfrey went from great adversity to become the most powerful and influential woman on television. She is a strong advocate of holistic wellbeing.

As we can see, throughout history, there have been strong female role models who have advocated for women's rights and paved the way for current-day female leaders. They have shown that anything is possible – we can create change and make a better life for everyone. It's time for us, as female leaders, to look at the current situation and challenge the norms to work towards gender balance and equity in the workplace. We need to create an equal footing for the future generations of females, so they can work alongside their male counterparts with cohesiveness and balance, amplifying opportunities to progress in a meaningful and connected way.

The fact is, only 25 of the CEOs in the Fortune 500 are women. And it has been estimated by the World Economic Forum that the gender gap won't close entirely until the year 2186.¹²

As the media puts gender disparity under the spotlight, we, as female leaders, have the opportunity to take the reins and drive the way forward. Knowledge is power, and when it comes to women in leadership, I believe that leading with both heart and mind will be the key to changing the face of leadership as we know it. It's time to bring in a new expression of relationship leadership that is inclusive. It's a leadership style that's participative on all levels, where everyone has a voice, where everyone's opinions and skills matter and make a difference.

¹² Sarah McDuling, "The Info: Women in leadership must-read books," Institute of Managers and Leaders, February 22, 2019. <https://managersandleaders.com.au/blog/info-women-leadership-must-read-books/>

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So, let's get some traction with this movement and commit to serving the new modern female leader.

CHAPTER 1

SHOW UP

To show up as a female leader in the resources sector, a typically male-dominated environment, is a challenge. It requires commitment, courage and passion. You must be dedicated to growing as a leader and mastering the art of leading with mind and heart. You must believe you can make a real difference – because you can. By leading in a more courageous way, you can create an inclusive and collaborative workplace in this fast-paced and reactive environment.

Much has been written on female leadership, but from my research and experience, I would like to share the top seven skills and qualities I believe a high-performing, heartfelt female leader needs to lead with heart and mind to reach her mastery:

1. **Passion** – Identifying your vision and goals. Fully committed and unstoppable.
2. **Commitment** – Be the inspirational role model with high energy and enthusiasm to raise the organisation's vibration.

3. **Growth** – A strong belief in yourself and the ability to share enough of yourself to demonstrate to the organisation that you have the drive and capacity to lead through change.
4. **Purpose** – Be confident in knowing your WHY.
5. **Be Present** – Focus on the task at hand.
6. **Integrity and Respect.**
7. **Agility** – Have mental flexibility to react and adapt quickly to change.

Now more than ever, executive women in the resources sector have the ability and means to show up and lead through times of change. Female leaders can gain traction and advance their careers in this heavily male-dominated industry by using a more profound feminine expression, thus changing the course of how women lead and are viewed as leaders of the future.

WHAT A DILEMMA

However, female leaders face an uphill battle. Currently, females make up less than 15% of the Australian mining workforce. Furthermore, recent figures from Graduate Careers Australia show that women make up just 18.2% of Bachelor of Mining Engineering graduates.¹

¹ Alex Heber, "Women to make up 25% of mining workforce by 2020," *Australian Mining*, February 26, 2013. www.australianmining.com.au/features/women-to-make-up-25-of-mining-workforce-by-2020/

But there is a silver lining:

- » 86% of women report that when they see more women in leadership roles, they are encouraged that they can achieve similar positions for themselves.
- » 83% of working women know the steps they take in business today will help set the stage for future generations of women in business.
- » 76% of working women plan to personally take steps to help other women advance their careers.²
- » 11,434 adults surveyed by Gallup showed a 6% higher engagement rate of employees led by females.³
- » Companies with a larger number of senior women produce better financial performance.⁴
- » Boards with more women are more ethical, companies with more women on executive committees bring in more revenue, and balancing a team of men with women lifts the collective intelligence of the group.⁵
- » Women rate higher in overall leadership effectiveness than their male counterparts, with the greatest gap evident at the highest executive levels.⁶

² Alex Heber, "Women to make up 25% of mining workforce by 2020," *Australian Mining*, February 26, 2013. <https://www.australianmining.com.au/features/women-to-make-up-25-of-mining-workforce-by-2020/>

³ Anneli Blundell, "Do Women Really Need Help to Progress?" 2018. https://www.deakinco.com/uploads/news/Anneli_Blundell_whitepaper.pdf

⁴ Ibid.

⁵ Ibid.

⁶ Ibid.

We are in the decade of disruption and we will all experience major changes at every corner. Ideas, principles and processes are changing rapidly. Technology is taking over and the use of artificial intelligence (AI) is changing the world as we know it. Strong, heartfelt female leadership is needed to help navigate this uncertain future.

GENDER BIAS

For centuries, males have dominated the mining and resources sector. This is due to many reasons: the hunter-gatherer concept, men predominantly going off to war, females staying at home to manage the family, gender stereotypes. It was not until the 1970s when females started to gain traction in this sector.

Some schools of thought say Australia's present-day gender inequality stems from the culture, norms and legislation of the 1950s and '60s. While laws have changed, many attitudes have not. A recent study of 132 global companies surveyed 34,000 male and female employees on their experiences at work. The study found the disparities started at entry level and men were 30% more likely to gain a promotion into managerial roles than women. Women also held less than a quarter of senior leadership positions and less than 20% of C-suite roles.⁷

Thankfully, the tides are changing. Society is demanding gender equality and diversity, with an emphasis on being

⁷ Nikki Waller, "How Men & Women See the Workplace Differently," *The Wall Street Journal*, September 27, 2016. <http://graphics.wsj.com/how-men-and-women-see-the-workplace-differently/>

“human with a sense of connection”. People want their leaders to be authentic. It’s time for female leaders to bring an emotional connection to the table, to show our vision, share our vulnerabilities, be courageous, create connection and trust, and develop a sense of worth and belonging.

Masculine energies are generally light on emotions. Male leadership is often characterised by more risk-taking behaviors and aggressive traits. Research has shown that these behaviors and traits are driven by higher levels of testosterone.⁸ As a result, it’s commonly believed this is what makes a good leader. Historically, the person with the loudest voice and most confidence and charisma has held the floor. They’re the ones who become the leader, take control and receive the accolades that follow. But is this the way it should be?

TIDES ARE TURNING

We’ve moved into a new era where female leaders are increasingly challenging this male-dominated paradigm. We are working towards greater equilibrium with a softer, more inclusive expression – not only in leadership at work, but in life in general. Collectively, we need to inspire our teams, tribes and communities so each person has the tools and ability to make their mark in the world by following their purpose and WHY.

⁸ Meghan Casserly, “Risky Business And Testosterone,” *Forbes*, August 25, 2009.
<https://www.forbes.com/2009/08/25/risk-finance-testosterone-forbes-woman-leadership-behavior.html#33f1fca31e61>

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When female leaders have purpose-driven strategies in place, we become unstoppable. We become driven by an energy that's directed towards the greater good, and we remove ego. That's when the magic happens. That's when change flows, allowing a shift to occur in our consciousness that opens our mindset to greater opportunities.

In this book, I hope to create a thought-provoking experience for the female leader; to provide the tools and knowledge that will allow you to clearly define your purpose and your why to create a plan to achieve mastery in your career and life. To be that modern-day, high-performing, inspirational, heartfelt female leader, leading through times of change.

This is not a feminist book and it is not an anti-male book. It is a book designed to promote the understanding that an opening has been created, where female leaders can rise to lead equally with men and move forward as equal contributors. By leading with a more authentic expression, you can create a workplace of the future that manages change without fear; a workplace that allows creativity and innovation to remain strong and purposeful to inspire generations to come.

PREPARING THE PATH

The onus is on us as female leaders to show up and push for gender equality both in the resources sector and the greater community. I have a daughter, daughter-in-law, granddaughter and niece who I dream of inspiring to reach goals that may seem unreachable at this point in time. But

in the very near future, I believe they will be possible and achievable.

The future generations of female leaders will be able to hit the ground running because we will pave the path for them. Our actions now will enable them to lead without our current distractions and barriers. I also want our sons, fathers, grandsons, uncles and nephews to stand side by side with their female counterparts, to support, understand, collaborate and accept them as equal.

Sheryl Sandberg, Chief Operating Officer of Facebook, once said: "I want every little girl who is told she is bossy to be told instead that she has leadership skills."

How amazing is that! If we are able to make a slight adjustment to change our way of thinking, to shift our mindset, we will change our culture. With one small thought at a time, we can change the future. We owe it to our children and our children's children to do this.

BARRIERS

Recent statistics show that in the workplace, 22% of women aged between 18–64 years have experienced sexual harassment. One in five mothers were made redundant from their positions and one in two experienced discrimination.⁹ When Australian women aged over 15 years leave the

⁹ Milly Stilinovic, "How Far Has Australia Come In Terms Of Gender Equality?" *Forbes*, March 7, 2017. <https://www.forbes.com/sites/millystilinovic/2017/03/07/how-far-has-australia-come-in-terms-of-gender-equality/#573c28844eaf>

workplace, one in three experience physical violence and almost one in five experience sexual assault. Furthermore, women in Australia are over-represented in low-pay part-time jobs and under-represented in executive roles, making them vulnerable to harassment, discrimination and violence, both in the workplace and after they leave the workplace.¹⁰

LET'S BEGIN THE DANCE

I am hopeful that this book will encourage all females to become heartfelt leaders as they build their tribe, their communities, their businesses and organisations. My hope is that by changing our language, mindsets and perceptions, we will rise and challenge the current male-dominated paradigm and culture. We will also encourage the men in our lives, tribes, communities and organisations to change their perceptions and move into this new era hand-in-hand with women as equal counterparts.

We no longer live in the 1960s and women are no longer bound by the notion that they need men to support them and be their voice. Women now stand beside men saying, "We have a voice, we want to be heard, we are educated, we are equal, let's begin the dance!"

¹⁰ Global Gender Gap Report 2016, World Economic Forum. <http://reports.weforum.org/global-gender-gap-report-2016/rankings/>

TIME TO RISE: THE 5 CHALLENGES

Female leaders face many challenges that hold them back in their life and career. Why does this happen?

I have identified the five key challenges female leaders must contend with. There are many more challenges, but I want to focus on these main five, which I believe most women will be able to identify with as they show up and lead through times of change.

But before we delve into the five challenges, there are three key elements to keep in mind as you step into the role of inspiring female leader:

- » Show Up
- » Be the Shining Light
- » In Service to Others

SHOW UP

To become a successful and enlightened female leader, you need to show up every day to be accountable, to be the role model, to be the trailblazer, to be unstoppable in your quest to raise the feminine energies. When this happens, you commit to your journey to grow. You become the trailblazer, the change agent who is inspirational and unstoppable.

BE THE SHINING LIGHT

As a successful, enlightened, high-performing female leader, you not only need to talk the walk, but you also need to walk the talk – every damn day! To do this, you need to understand what your WHY is, what your true purpose is, what gets you out of bed every day and what drives you to get up every time you fall down or suffer a setback.

Being consumed by your true purpose is the only way to create a cadence that sends you on your trajectory to make a difference, to be the trailblazer who lifts emerging female leaders up to give them courage and strength. Your purpose is what makes you a shining light. When we find our passion, our WHY as female leaders and role models, we understand we have a moral obligation to teach, support and encourage others to identify and pursue their WHY.

When you are transparent about your why and your purpose, you foster connection, trust and innovation. You create a place where females feel safe and supported as they learn to express themselves and lead from the heart. They evolve without fear of judgement or criticism. No blame, no shame.

IN SERVICE TO OTHERS

The journey of the female leader is about showing up to be of service to others, to help other female leaders be the best expression of themselves. When we come from a place of service, when we put kindness front of mind, we let go of ego. It stops being about us and more about our audience.

To be courageous in times of change, we must remember to be kind and let other females know it's OK to show emotion and lead with heart and mind. For example, to be so touched by an experience that a tear is shed or you are too "choked up" to speak, or where your voice becomes unsteady and your hands start to shake. Sometimes, we break out in a cold sweat at the thought of having to do something that is way out of our comfort zone.

Now, let's explore the five challenges to female leadership in the resources sector:

1. FEELING UNDERVALUED

Female leaders in the resources sector compete in a male-dominated environment every day. Compounding this issue is the fact the younger generation of women are trying to advance their careers and challenging senior females for their roles. The result? Female leaders feel threatened, intimidated and undermined from all aspects. Their confidence takes a hit as they feel they must constantly prove and justify themselves. Exhausting!

This feeling of being undervalued is systemic and, if not addressed, can create a domino effect that impacts all other areas of the female leader's personal and professional life. Why has this occurred and why have female leaders allowed this to occur? We will explore this in later chapters, but for now, let's keep an open mind.

But a shift is happening. Interestingly, a survey of 3,000 men and 3,000 women in the US found that both genders preferred “a strong clan culture” in the workplace – an inclusive, collaborative corporate culture that emphasises connection, teamwork and company morale.¹¹

As a Scot (we are all connected through clans), this finding drove me to look further into the reasons behind the sudden re-emergence of clan-oriented businesses. Research shows that when a business or organisation has an engaged culture, it reaps the following benefits:

- » Greater employee productivity
- » Less employee turnover
- » Less absenteeism
- » Greater collaboration¹²

With this in mind, you would think the fix would be easy: adopt a clan-like culture that fosters respect, transparency, inclusiveness and collaboration to boost productivity and prevent females from feeling undervalued. Yet why does this continue to be such a difficult concept for organisations to accept? What could possibly go wrong? Why are we so averse to moving to this type of workplace culture? What needs to happen to allow this change to occur?

¹¹ Andrea Simon, “What Type Of Corporate Culture Do Women Really Want?”, *Forbes*, June 1, 2016. <https://www.forbes.com/sites/womensmedia/2016/06/01/what-type-of-corporate-culture-do-women-really-want/#5062f58036c7>

¹² Dan Pontefract, “If Culture Comes First, Performance Will Follow,” *Forbes*, May 25, 2017. <https://www.forbes.com/sites/danpontefract/2017/05/25/if-culture-comes-first-performance-will-follow/#71199f156e62>

Research shows that both men and women want a more inclusive work environment, so why the delay? For many organisations, the resistance lies at the top. It can be a real challenge to make change if the people at this top level do not understand or want it. It's time to break down these barriers and redefine our working environment.

2. SELF-DOUBT AND FEAR

Previously confident executive female leaders often experience the pressure of increasing self-doubt. This is usually because they are subjected to greater and more frequent criticism than their male counterparts, and they feel they receive judgement from all corners of their organisation. Their self-confidence takes a further hit from their fear of being replaced by younger female leaders.

Whether this is a real or perceived threat is immaterial because at this point, it has a hugely negative impact on the female leader. As they become submerged deeper in their self-doubt and fear, they feel totally overwhelmed – sometimes to the point where they are unable to function.

When we become so affected by self-doubt, we tend to internalise it and hide it. We put on a mask that tells people we are coping, we are on top of our game; however, on the inside, we know that's not the case. To survive, we expend more energy living this lie, buckling under the pressure of not being able to be who we truly are. This can lead to the downward spiral.

DOWNWARD SPIRAL

The downward spiral triggers a state of dis-ease within the body, an uneasiness when our body vibrations decrease due to negativity and self-doubt. Our body vibrates at different frequencies and when they go out of balance, they can become disconnected and vibrate at a lower frequency. The body doesn't function as well as it should. This may manifest as headaches, diarrhoea, chest pain, a nervous cough, skin eruptions and so on. If this state continues, it can lead to chronic disease.

Metaphysically, when our body energies/vibrations are lowered, we are susceptible to illness, but by engaging in practices such as yoga, meditation and mindfulness, our body vibrations can increase and many of our symptoms dissipate. The dis-ease dissipates

Research shows the powerful impact yoga and mindfulness have on our body's vibration. Connecting with nature also helps restore our energy. Something as simple as walking along the beach, immersing ourselves in the ocean or walking in the forest can increase our vibrations and offload some of that negativity to make space for new positive thoughts.

There are many scientific benefits of mindfulness and meditation, which have been researched and practiced for many years. Mindfulness can be traced back to the 5th-century BC, when it appeared in the 37 Factors of Enlightenment – Buddha's most essential teachings.

Mindfulness is about being focused and paying attention in the present moment without any judgement.¹³ It's when you allow yourself to observe the physical and mental state of your body. Scientific literature has shown that it can increase your empathy, in turn making you a more perceptive and understanding leader.¹⁴ Research has also found that mindfulness and meditation can reduce anxiety, depression and pain.¹⁵

When I became pregnant with my second child, I made a conscious decision to have a natural birth. Being in the '80s, it was not as accepted as it is today. However, I took myself off on a journey and learned as much self-help that I could to prepare. Meditation became a daily practice and by the time I went into labour, I felt confident enough that this practice would help me have a natural delivery. My obstetrician was not so keen as my first labour had been fraught with complications. But we made a deal and he agreed that if I came into the hospital labour suite, he would allow me to practice my meditation techniques. If they didn't work, the baby would not be at risk as all the medical facilities would be at hand! Interestingly, after a short, uncomplicated labour where I meditated for four hours, my daughter was born without the need for me to have any pain relief or medical intervention. I was so happy, and my

13 "Mindfulness Is More Than A Buzzword: A Look Behind the Movement," *Forbes*, September 29, 2017. <https://www.forbes.com/sites/payout/2017/09/29/mindfulness-is-more-than-a-buzzword-a-look-at-the-neuroscience-behind-the-movement/#181c1efb372f>

14 Nathan Klarer, "Five Ways Mindfulness Can Make You A Better Leader," *Forbes*, July 10, 2017. <https://www.forbes.com/sites/theyec/2017/07/10/five-ways-mindfulness-can-make-you-a-better-leader/#3b8df6234118>

15 Jeena Cho, "6 Scientifically Proven Benefits of Mindfulness And Meditation," *Forbes*, July 14, 2016. <https://www.forbes.com/sites/jeenacho/2016/07/14/10-scientifically-proven-benefits-of-mindfulness-and-meditation/#3ff2a5c63cee>

obstetrician was flabbergasted that meditating had been so successful! That was enough proof for me that meditation is so powerful. My baby was born calmly and had a beautiful, placid nature – until she became a teenager (but that is another story)!

Essential oils in a diffuser and listening to classical music can also raise your vibrations, allowing your thinking to become clearer and more positive. The key is to disperse negative beliefs and create more positive ones: “I am good enough, I am here to make a positive difference.” This will give you the courage and confidence to be your authentic self and let your voice be heard.

3. HIGH EXPECTATIONS OF SELF

Females who compete in a male-dominated culture place themselves under even greater pressure by constantly trying to raise the bar. They strive for perfection at the cost of moving forward progressively and sustainably. They convince themselves that by achieving more and more, they will better position themselves to receive the recognition, accolades and promotion they feel they deserve.

The problem is, when high-achieving females reach this stage, nothing is good enough for them. They develop an unrealistic, competitive view of their world. The males in their environment are usually unaware of this self-destructive cycle. Women in this situation place themselves under so much pressure, their personal and professional lives are significantly impacted.

In fact, these women may find their personality and behaviors change. Working in a male-dominated environment requires high-achieving females to have a huge amount of “grit” and endurance. To stay ahead, female leaders become tougher and more direct by leaning into their masculine energies and less into their soft feminine energies. They may lose sight of who they truly are as they create this different, “tougher” version of themselves.

4. FAST-PACED ENVIRONMENT

The business environment is moving so rapidly, females often believe they need to work at an accelerated pace while still delivering perfection at each junction. It is impossible to maintain a clear, focused and positive mindset in this pressure-cooker situation.

Many female leaders feel that if they work just a bit harder, contribute just a bit more, they will eventually make their mark. They don't ask themselves, “How I can adjust my current state and become more effective at producing my deliverables on time and within budget and still maintain a healthy work-life balance?”

We need space to think laterally and explore new concepts of delivery. It is a reality that our fast-paced work environment is not going to slow down, so how do we help female leaders get off the “merry-go-round” to show up and feel more in control, more connected to their work and others? How can women in the resources sector achieve their mastery, build confidence and lead with both heart and mind while

maintaining a work-life balance where they are happy and healthy?

It is time to engage more with our feminine energies. We need to be courageous and show our vulnerable side to build trust and connection. By using a different, more authentic expression of ourselves, we will learn to cope with our fast-paced environment in a more effective way and bring it into balance. It's time to be courageous. Progress, not perfection, must be the goal.

5. HEALTH ISSUES

Living and working in a state of flux and inequity is unsustainable. Eventually, something will give. Burnout and health issues creep in. You may become anxious, depressed, suffer from poor sleep, make unhealthy food choices, and experience hormonal imbalance, weight gain or loss, hair loss and personality changes, to name a few. All this impacts your ability to function at your optimal level. You may even struggle to get out of bed in the morning!

Once you fall into this web, the harder you try to change it, the harder it becomes. Your energies are depleted. Your motivation and drive are severely impacted. You go from being a high achiever to someone who is unable to keep up with current work schedules, leaning into a process of low productivity with a negative mindset.

When you start to experience health issues, it is often difficult to notice them as so much of your focus is on trying

to stay on top of work commitments. In many organisations, health difficulties are seen as a weakness, although in recent times there is more awareness, discussion and resources to address mental health issues. This is promising, but this is just one area that needs addressing, and we are usually only addressing the symptoms, not the cause – just a Band-Aid approach to health!

The hidden health issues are of greatest concern. These fester under the skin, deep undercover where no one sees them until they become fully-fledged, debilitating issues. Stress is a word that is thrown around casually and is an umbrella term for many conditions, but it can be the beginning of many chronic health issues.

Stress is a trigger for such things as:

- » Weakened immune system
- » Headaches
- » Poor sleep habits
- » Gastrointestinal disturbances
- » Constipation
- » Diarrhoea
- » Viruses
- » Cold and flu
- » Anxiety and depression
- » Chronic diseases, e.g. diabetes, high blood pressure, heart disease, stroke, depression, respiratory problems, obesity and a variety of cancers

It can sometimes take many years for the person to recognize and manage these symptoms. Often by that time, the damage has been done. Once positive actions are taken, improvements can be made; however, some cases fail to improve and require more advanced medical management. This can be debilitating for the person and impacts their personal and professional life. It also has a flow-on effect to the organisation, as the person is unable to carry out their job effectively.

Often, female leaders get so caught up in being busy, working so hard and trying to please too many people, they fail to pay attention to their self-care and wellbeing. If we allow our bodies to stay in a permanent state of stress, not only do we put ourselves at risk of developing acute and chronic ailments, our weakened body and mind accelerate the ageing process.

TRYING TO “FIT IN”

Executive coach Ipek Serifsoy observes that when female leaders seek advancement in the workplace, they often pursue strategies of “fitting in”. These strategies may work in the short term; however, in the long term, they erode women’s confidence and, in turn, their contributions.¹⁶

According to *Forbes*,¹⁷ research has also found that:

¹⁶ Dennis Jaffe, “Women Business Leaders: Why So Few And How To Have More,” *Forbes*, October 25, 2018. <https://www.forbes.com/sites/dennisjaffe/2018/10/25/women-business-leaders-why-so-few-and-how-to-have-more/#64378c462f42>

¹⁷ Ibid.

- » When female leaders experience stressful interactions, the workplace becomes “a far less safe and friendly place”. These tensions can impact their health by increasing blood pressure.
- » When females seek male mentors, they are often treated with suspicion. This gives rise to rumours of unfair sexual favouritism.
- » Women become more cautious and inhibited as they struggle to relax and feel safe at work.
- » Many female leaders believe career advancement isn't worth it and the rewards do not outweigh the strain. This causes many females to step off the career ladder.
- » Many female leaders who do stay and succeed report not liking what they see when they look at themselves.

Serifsoy concluded that with more females in leadership positions, the workplace will not only become a better place to work, it will also become more adaptable and productive.

But the tides are turning. We now have the opportunity to drive this new expression of heartfelt female leadership – a style of leadership that promotes the healing of the body and soul as we grow and flourish, travel our journey and discover our purpose and our WHY.

THE FEARS OF FEMALE LEADERS

During my years as a senior female leader, I rarely heard other senior female leaders talk openly about their fears and concerns. It was almost as if it would have been a sign of weakness to admit any fears. Potentially, it could have been viewed as being negative and a burden to the greater team.

I have identified five key fears that I believe senior female leaders experience at some point in their careers, but mostly keep silent about for fear of reputation or career damage.

5 KEY FEARS

1. **Criticism** – Unjustified personal or professional.
2. **Failure** – Viewed as not performing.
3. **Being viewed as “surplus to requirements”** – As females age, they seem to be viewed as no longer required as opposed to their male counterparts, who seem to be viewed like a good red wine – they get better as they age.
4. **Loss of opportunity** – It seems there are not as many opportunities available for the senior female leader; however, with current changes to closing the gender and pay gap, this fear may soon dissipate.

- 5. Sexual harassment** – The #metoo movement has brought a voice to this previously unaddressed issue in the workplace. This movement has brought forward a voice for women to stand up and say this behavior is no longer acceptable or tolerated.

Let's explore these five fears in greater detail.

1. SEXUAL HARASSMENT

In 2008, the Australian Human Rights Commission conducted a survey to determine the nature and extent of sexual harassment in the Australian workplace. More than 2,000 interviews were conducted with people aged 18 years and over, with the survey finding that sexual harassment continues to be a problem in Australian workplaces, despite some improvement since 2003.¹⁸

- » The survey found that 22% of women and 5% of men aged 18–64 had experienced sexual harassment in the workplace, compared to 28% of women and 7% of men in 2003.
- » Around one in three women aged 18–64 had experienced sexual harassment. The majority of sexual harassment was experienced in the workplace (65%).

¹⁸ *Sexual Harassment: Serious business*, Australian Human Rights Commission, 2008.
<https://www.humanrights.gov.au/publications/chapter-1-summary-survey-findings-sexual-harassment-serious-business>

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- » Nearly half of those who had been sexually harassed in the five years prior to the survey reported that it had also happened to someone else in the same workplace.
- » More than one in 10 Australians had witnessed sexual harassment in the workplace within the five years prior to the survey.
- » 4% of Australians had experienced sexual harassment in the workplace in the five years prior to the survey, compared to 11% in 2003.

Sexual harassment in and out of the workplace is a systemic problem with deep cultural roots. When I worked in the mining and resources sector, sexual harassment was common. At the time, it was tough to manage and there was no support. Female leaders were fearful of the impact it could have on their role and their opportunities for promotion. Women leaders knew that if they spoke up, it would be detrimental to their careers, so they often stayed quiet.

Recent media reports have highlighted several celebrities who have misused their power and been subsequently found guilty of sexual harassment. In 2017, US film-maker Harvey Weinstein was dismissed from his company as a result of sexual abuse allegations, some of which he was later found guilty.

More than 80 women came forward to make allegations against Weinstein. It was by the end of 2017 that the social movement called #metoo was born to give women

a voice to speak up about sexual abuse allegations against powerful men. Weinstein was arrested and charged in 2018 for rape.¹⁹ At time of writing, American actor Kevin Spacey is also facing charges of alleged sexual assault in the wake of the #metoo movement.²⁰

This media coverage has issued a strong message around the world that sexual harassment is unacceptable and guilty parties will be held accountable for their actions. The #metoo movement has given many women the courage to stand up and share their stories of sexual harassment and abuse. The power of this movement has put sexual harassment at work in the spotlight and, as a result, organisations are now more aware and accountable for addressing this issue.

As female leaders, we need to leverage this mindset shift. We need to support the movement and give the women in our organisations a voice to create a workplace culture where discrimination of any kind is not tolerated, where everyone respects each other regardless of gender, age and race.

I think that as feminine energies increase and balance out the masculine energies in the workplace, we will experience less sexual harassment. Women will feel more confident to speak up about what they don't want and, by having this voice, they will deter much of the discriminatory behaviors we have seen and experienced. It's a cultural issue and as we change the culture, so, too, we change the behaviors.

¹⁹ Harvey Weinstein, Wikipedia. https://en.wikipedia.org/wiki/Harvey_Weinstein

²⁰ "Kevin Spacey appears in court on charges of sexual misconduct, pleads not guilty," ABC News, January 8, 2019. <https://www.abc.net.au/news/2019-01-08/kevin-spaceys-lawyers-enter-not-guilty-plea/10696430>

2. BEING VIEWED AS “SURPLUS” TO REQUIREMENTS

It can be an unsettling time for women when they reach their 50s and 60s, especially for women in leadership positions. Career opportunities seem to become restricted as the old mindset that “you should be ready to exit the workforce” prevails. Younger women are favored for leadership roles, as they are perceived as having greater longevity and being more current.

Although it’s the cultural perception that women shouldn’t be in senior roles when they are in their 60s, nothing is explicitly said about it. Certainly, not much is available in terms of planning for it. I recall a time when I had a younger manager, who would often refer to me as someone of his “mother’s era”. She was about 5–7 years older than me, retired and had long given away her career. She was very different to me, but my manager perceived me as being of the same ilk. He didn’t see the need to promote me or invest in my professional development, which affected my opportunities for career progression and significantly impacted my self-esteem.

As women move into this period of their life, it is uncharted territory. This is the first generation of females coming through the resource sector who will not be retiring at 65 years. Some can’t retire due to financial reasons, some don’t want to retire, and some seek greater fulfilment, knowing they still have a lot to contribute. Some say that 60 is the new 40 and many women in this category have a

very different mindset to previous generations of women. Businesses must have the foresight to utilise their skills as much as possible.

I encourage organisations to utilise the experience, maturity and knowledge of senior female leaders and position them as mentors for young prospective female leaders. To create leaders of the future, young people must learn from leaders of the present and gain a balanced view from all walks of life. We need to get this right in the quickest possible timeframe in this fast-paced environment. It's time to let go of the past and launch into the exciting new future with a changed, flexible mindset that serves the highest good for all of us.

3. CRITICISM

Female leaders often don't speak up. This is partly because we have not been listened to in the past. Our voice never seems to be heard. We also worry we may not receive the approval we seek. Feedback and constructive criticism from peers and seniors are essential for female leaders, and it is critical they are given them in the correct context. Otherwise, the consequences can be disastrous. Their self-esteem can take a huge hit and their health can suffer significantly. I have watched female leaders go off work on stress leave as a result of this. In fact, one lady never returned to her previous role.

There are two types of criticism: constructive and projected. Constructive criticism is useful and allows people to grow in a healthy way. Projected criticism can be disruptive and

damaging, not only to the female leader but to the rest of the team and organisation. We must be mindful of the criticism we give and also how we receive it. Most importantly, don't let it stop you from having your say.

It's time to stand up and have a voice in your meetings. Be confident in your beliefs and know you have something important to say. Don't be overshadowed by your male counterparts. When you don't contribute, you lessen the value you bring to the table, you aren't taken seriously, and you give away your power.

Be assertive but not aggressive and know that you are good enough. You have a voice and your words are powerful! Use them wisely.

When attending meetings:

- » Always be on time.
- » Be prepared and do your research.
- » Take five minutes before you go into your meeting to quiet your mind.
- » Be present – focus and be fully engaged in the meeting.
- » Ensure you use correct body language, engage with your people and make sure they understand your points by repeating them and asking for verification.
- » Keep your meetings friendly but professional.
- » Document key points and outcomes.
- » Always review the minutes of your meetings to ensure they are correct.
- » Follow up afterwards if required.

MANAGE YOUR SELF-CRITIC

Turn your negatives into positives. When that voice in your head says, “You’re not good enough,” flip it over and tell yourself, “You are good enough, clever enough, smart enough.” The more you tell yourself this, the more you own it and the more you will change your mindset. You begin to truly “show up” as a female leader.

It is useful to journal daily so you can see what changes you are making and how they are making you feel. Stop listening to your inner critic and self-limiting beliefs and start focusing on your positives. Your negative thoughts will begin to dissipate.

It’s up to us how simple or complicated we want our lives to be. Let’s become a more confident expression of ourselves and see how friends and family notice the changes. When you make these changes, you change the energies in and around you, and in turn, you attract more positives into your life. This further supports you as you walk into your power, enabling you to make a greater contribution and break down barriers.

Start with your daily affirmations: I am powerful, I am courageous, I can make a valuable daily contribution that serves me and others well. (See the end of this book for other helpful affirmations).

4. LOSS OF OPPORTUNITY

Women fear they will be viewed as “too old”, “too tired” or “no longer interested” for important career opportunities. They often don’t speak up for what they want and deserve. They prefer not to “rock the boat”.

A *Forbes* article states that age-related assumptions create the perception that older female workers lack stamina, want to slow down and aren’t invested in their careers.²¹ At the other end of the scale, younger women who leave their role temporarily to have a family can find it challenging to return to their position, with limited child-care facilities and flexible working arrangements.

As female leaders, we need to have a voice around:

- » Flexible work conditions.
- » Breaking away from the 9–5 mindset.
- » Professional development.
- » Team engagement, satisfaction and value.

5. FAILURE

One of the greatest fears of the female leader is being unable to achieve a senior position as they grow older. The perception is that only young people are career-driven and deserving. This is far from the truth.

²¹ Bonnie Marcus, “Age Discrimination and Women In The Workplace: How To Avoid Getting Pushed Out,” *Forbes*, May 12, 2018. <https://www.forbes.com/sites/bonniemarcus/2018/05/12/age-discrimination-and-women-in-the-workplace-heres-how-to-avoid-getting-pushed-out/#3b4a5cf22c4a>

It is not uncommon for senior female leaders to accept extremely high-risk challenges in their career because they may be the only opportunities for career progression they will get. They often accept these challenges when men say no to them. British social science researchers found that when things are going badly in organisations, women are almost exclusively chosen to fill leadership vacancies, suggesting that these women are “being set up to fail”.²²

It’s a double-edged sword. If senior women don’t accept one of these high-risk positions, they may never get the opportunity for a leadership role again. And when they do accept it, they must work incredibly hard for little reward and recognition.

PLAY THE GAME

So, how do women survive and excel in this ruthless work environment if they want to achieve their aspirational career goals? How do they remain professional, maintain their integrity and demonstrate that they are deserving of these leadership roles?

- » Keep current – know what’s happening in the organisation.
- » Know your value and the benefits you bring – live by your values.

²² Grant Freeland, “Women Leaders Taking A Wild Ride Off A ‘Glass Cliff’,” *Forbes*, January 7, 2019. <https://www.forbes.com/sites/grantfreeland/2019/01/07/taking-a-wild-ride-off-a-glass-cliff/#3c6f01657c7b>

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- » Be visible – attend meetings and functions, have a voice and opinions that are worthy and add value.
- » Engage a mentor.
- » Upskill and keep learning new skills/information.
- » Keep a close-knit network that has your back.
- » Reflect on where you are and make any necessary changes.
- » Stay positive.
- » Keep true to your values.

The AARP (American Association of Retired Persons) is a US non-profit, non-partisan organisation that empowers people to choose how they live as they age. According to its 2018 report, women over 55 years represent 30% of all employees aged over 55 years. Furthermore, the US Bureau of Labor Statistics estimates that by 2024, there will be twice as many women aged over 55 years in the workforce as females aged 16–24 years, and by 2022, 35% of the workforce will be aged over 50 years.²³ No doubt there will be a similar trend in Australia.

²³ Bonnie Marcus, "What Should You Do When Faced With Age Discrimination At Work?" *Forbes*, February 22, 2019. <https://www.forbes.com/sites/bonniemarcus/2019/02/22/what-should-you-do-when-faced-with-age-discrimination-at-work/#7979ed6973d4>

LET'S GET THIS SHOW ON THE ROAD

So, why is it important for female leaders to show up? What does it mean?

Women have always been the underdogs when it comes to leadership positions in the resources sector. However, changes are afoot and more female leaders are finding themselves in senior roles, which is excellent news. The resources and energy industry has evolved immensely since 2012, but we still have a long way to go to reach gender equality and increase the participation of women in this industry to acceptable levels.

The female participation rate of 15% in mining in Australia is one of the lowest of any industry in the country.²⁴ While the industry is leading the charge in terms of pay equity, unfortunately, it is lagging when it comes to workplace flexibility and cultural change. It is completely losing out when it comes to women's workforce participation and leadership.

The Australian Women in Resources Alliance (AWRA) 2018 report provides an analysis of the key issues. It also outlines the strategies that organisations, the industry and government can implement to progress the workforce

²⁴ "Gender Diversity in the Australian Resources Industry: Establishing the Baseline: A Situational Analysis," The Australian Women in Resources Alliance, December 2012. http://www.amma.org.au/wp-content/uploads/2011/12/AWRA_Baseline_Report_January_2013_FA.pdf

participation rate of 25% women in the resources and energy industry by 2020. Other strategies that have been implemented are:

1. Legislation and compliance requirements to increase gender diversity.
2. ASX Corporate Governance annual reporting of gender diversity and company's compliance.
3. Implementation of workforce diversity policies with measurable objectives.
4. To improve gender imbalance at board level.
5. Workplace Gender Equality Agency – the focus is to report measurable and transparent outcomes on key gender equality indicators.
6. Employer of choice for women.
7. Address pay inequity.
8. Paid parenteral leave and flexible work practices.

While the reality is that the industry remains male-dominated, there are many positive and proactive gender-diversity initiatives and developments taking place in organisations. The AWRA report also shows that increasing the number of women in the workforce correlates strongly with improved financial performance, better governance, stronger risk management and increased innovation.

Employers must ramp up their efforts to attract and retain women in traditionally male-dominated, technical and site-based roles. It remains a challenge, but AWRA believes further improvement and progress can and will be achieved through the direct and innovative workforce strategies of

employers and collaboration with government and industry. As employers increase their efforts to attract more female leaders, it is imperative that female leaders take control themselves and be ready for when these opportunities arise. It's important they show up – to be focused and committed to their career, to be equipped with the appropriate skills and knowledge and have a strategy to lead with both heart and mind, a softer management style that creates transparency, confidence, connection and trust. To foster collaboration and innovation. To be ready to change a culture and introduce relationship leadership with inclusion, so they can go forward in these positions, knowing they are prepared for the role on all levels.

As our world is changing and moving so fast, women have the opportunity to bring in their feminine energy to balance out the excess of masculine energy. It's time to utilise the “softer skills” required to create connection, trust and transparency in our disruptive business environment. Female leadership can bring a more holistic, balanced approach that will benefit not only the resources sector but society as a whole.

High-performing female leaders must coach their younger aspiring female leaders, equip them with the necessary skills and motivate, inspire and engage them through times of rapid change. It's time to make profound changes within leadership teams to develop strong female leaders in the resources sector. Women must show up and lead with mind and heart to be truly deserving of these positions. They must adopt a growth mindset to reach their mastery.

REFLECTION

1. From reading this chapter on why you should show up by facing your challenges and fears, identify how many of the seven key skills you have to assist you in becoming that high-performing female leader.

2. To determine your “gap”, on a scale of 1–10, where do you sit with being that high-performing female leader?

0 1 2 3 4 5 6 7 8 9 10

Low Performing High Performing

3. Why do you want to commit to showing up every day?
What does that look like for you?

4. Identify the challenges you have faced. What strategies have you or will you implement to change this?

5. List the fears you have as a female leader.

6. What strategies will you implement "to play the game"?

CHAPTER 2

THE 3 BUILDING BLOCKS TO MASTERY

"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change."

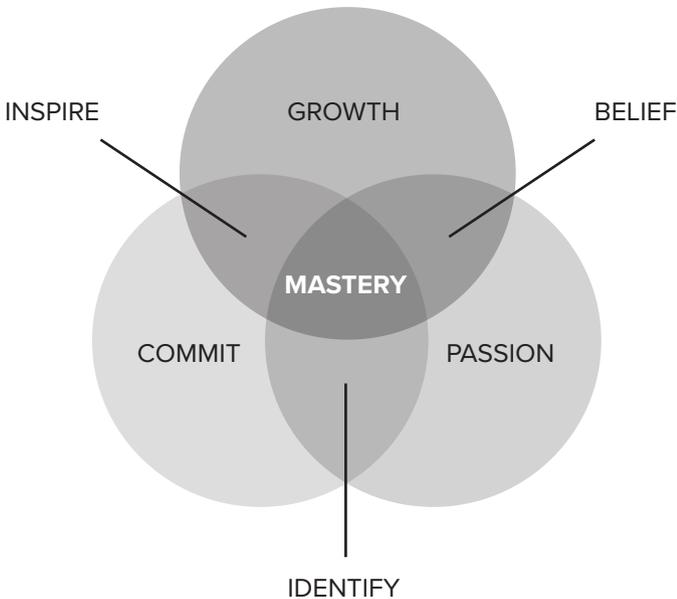
– Charles Darwin

You have a calling! That is to be the trailblazer, to reach your mastery and change the current paradigm of female leadership in the resources sector. To do this, you must be unstoppable, have an unwavering passion and be 100% committed to develop and grow in all aspects of your life.

As a trailblazer, your responsibility is to create a balanced life full of opportunities for the next generation of female leaders to lead with heart and mind in the resources sector. To communicate courageously, to be transparent with vulnerability, to connect, to instill trust and provide a platform for female leaders to move into the new expression of leadership that comes from within – that is, soft and

firm purpose-driven leadership, infused with passion and a knowing that comes from being vulnerable, open and honest. To create a space where female leaders can grow with support and connection.

PERSONAL AND PROFESSIONAL GROWTH MODEL



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PASSION, COMMITMENT AND GROWTH

When the building blocks of passion, commitment and growth interact to create the intersections of identify, belief and inspire (see the Personal and Professional Growth Model), that is when you are on the road to mastery. It's like a jigsaw puzzle: there is a process that needs to be followed so all the pieces can be put in the right place to create the desired result – your masterpiece. When the pieces are in the right place, people are productive and joyous at work and the burden of stress and fear is reduced and replaced with transparency, courage, innovation, connection and trust.

When the rules are understood, the process is straightforward. With each step, it becomes easier to see the next steps to achieve each stage of the journey. Reaching your mastery is the final piece of the puzzle. It's where you feel fulfilled, joyous, complete; where you succeed, where you achieve your dreams and aspirations, where you feel comfortable being “you” and find that this is just the beginning. You need more. It creates a hunger and you realise that so much more is required of you on your journey – you have just created the foundation level. You have become the trailblazer, the pioneer who has answered her calling, who is now leading the new modern-day female leader on a journey like no other. You are unstoppable!

Your journey will transform your workplace culture from one of “being managed” to one of “being led with heart and mind”, creating a more cohesive, collaborative and innovative team and workforce. You will give teams a voice, empower them

to make a difference and encourage them to be creative and challenge current paradigms. This shift in the balance of leadership will not only increase productivity, it will improve staff retention, reduce sick leave, create efficiencies and increase organisational profits.

DECADE OF DISRUPTION

This decade is commonly known as the decade of disruption. All our current norms are being challenged, time is moving faster than ever before and life as we know it is changing daily. Technology seems to be overtaking us and, in many cases, replacing us.

For many, this constant state of flux can be overwhelming and threatening. Instead of taking these changes in our stride, we can get caught up in the merry-go-round, working longer hours and placing greater demands on ourselves, which in turn increases our stress levels and impacts our work-life balance – if we had one to start with!

We have become fearful about our future. Many of us feel vulnerable and self-doubt is setting in. We are in a state of anxious overwhelm! How do we stop this cycle?

HEALTHY BODY – HEALTHY MIND

When we are constantly stressed at work, working long hours, we become less effective in all areas of our life. This can lead to burnout, which manifests in many ways, including mental health issues such as anxiety, depression,

eating disorders, substance abuse, addiction, post-traumatic stress disorder, bipolar, and even just plain exhaustion. When we experience these symptoms for an extended period, they can compound, leading to debilitating and even irreversible chronic disease.

To avoid this, we need to acknowledge the disruptions we face in our lives. We need to embrace them rather than fight them and tap into our passion so we remain visible, vibrant and confident. We must stand in our power, trusting that the value we bring to the table is authentic. When we serve our true purpose that aligns with our beliefs and values, we are better able to navigate change.

So, if you find yourself struggling, it's important you find a health-care professional you trust so you can start to heal. To be the trailblazer others look up to, it's critical you address any health concerns as soon as possible. A useful strategy is to have an annual health review as a matter of course, no different to taking your car to the mechanic for its annual service. Our bodies also need this care and attention so we can be at our best.

FEARLESS AND FLEXIBLE

Yes, there may be times when we need to change our point of view and challenge our perspective, but this is healthy and progressive. It's essential to remain flexible and remember it is progress, not perfection, we are aiming for. The more flexible we are, the more current and productive we will be as we can adapt when required without much effort.

When we go with the flow, we are better able to maintain a balance, both physically and emotionally. As our world is changing so fast, it is very difficult to create a perfect life, job or career. Change is constant, so embrace what you can and keep an open mind. Listen to, accept and challenge the change that is affecting you to stretch your thinking. This, in turn, will challenge others to stretch their thinking.

There may be times when you have to allow yourself to go inward, be quiet and listen. You have to free up some space to allow your thinking to change, to create flexibility, so you change direction and enter this new expression of yourself, leading through times of change with heart and mind. Give yourself room to connect and build trust with your team, to recognise the value in your team and utilise it fully.

BACK TO BASICS

It's time to uncomplicate our thinking and get back to basics. We can keep our thinking simple by identifying what is important and how that can be communicated and demonstrated in a logical, systematic manner that allows us to lead with transparency, vulnerability, courage and honesty. When we do this, we foster innovation and trust with our teams. Growth is a by-product of this. The more we unclutter our thinking and focus on being present, the more time we have to invest in what is truly important, and growth will naturally follow.

Returning to the basics allows us to refocus with clarity and keeps us on track with our purpose and our WHY. That is

why it is so important to have clarity on your vision. It can be useful to develop a vision board that you can check in on regularly and update as you go. Remember, nothing is set in stone – you can change your vision board as your expression as a female leader changes. Rigid thinking is a thing of the past; it no longer serves us.

Your vision board should display what you want in your life, how you want to feel and what you want to achieve. It should address the five main areas of your life:

1. Relationships
2. Career
3. Finances
4. Personal
5. Health

Of course, you can add anything else to your vision board that is important to you. Visualise this board regularly with intent and gratitude. The more energy you put into your vision board, the more it will manifest what you need and want. Remember, it's all about balance, so as you visualise the amazing modern female leader you are, you need to factor in other aspects of your life that will support this, such as your health and relationships.

Now, let's take a more in-depth look at the three intersections of the Personal and Professional Growth Model: identify, belief and inspire.

IDENTIFY

Female leaders who choose to lead with heart and mind are change agents! When female leaders believe in their values, they have intent and make sound, value-based decisions. They have a clear vision and purpose. Action precedes clarity, and this allows you to gain momentum. This is the start of your leadership journey, where you create change in the absence of ego, creating change with just the right amount of empathy, courage, vision, strength, transparency, collaboration, connection, trust and inclusion.

WHAT WE REALLY WANT

As mentioned in Chapter 1, a survey of 3,000 male and 3,000 females concluded that both men and women prefer a clan-like culture that promotes collaboration and teamwork and is people-centric. Interestingly, the researchers found that people tended to stay with organisations not because of salary, but out of a sense of belonging and loyalty.¹

So, it's fair to say both males and females want to work in a culture that fosters a sense of belonging and inclusiveness. They want their organisations to be sharing and caring, to be heartfelt, and to create a safe environment for people to be creative and innovative.

¹ Andrea Simon, "What Type Of Corporate Culture Do Women Really Want?", *Forbes*, June 1, 2016. <https://www.forbes.com/sites/womensmedia/2016/06/01/what-type-of-corporate-culture-do-women-really-want/#25e948d936c7>

So, how can female leaders step up and encourage this kind of inclusive workplace culture? McKinsey identified nine key leadership behaviors that improve organisational effectiveness:²

1. Participative decision making
2. Role model
3. Inspiration
4. Expectation and rewards
5. People development
6. Intellectual stimulation
7. Efficient communication
8. Individualistic decision making
9. Control and corrective actions

Four of these behaviors are viewed to be most effective in addressing the global challenges of the future; however, none of them are noted to be sufficiently visible in corporations today. In conclusion, it was found that women apply three of the top four leadership behaviors more often than men. These behaviors are:

- 1. Intellectual stimulation.** It has been suggested that if you leave a meeting and have been unable to retain any information from the presentation, it is likely the speaker has failed to stimulate you intellectually.³

² Andrea Simon, "What Type Of Corporate Culture Do Women Really Want?", *Forbes*, June 1, 2016. <https://www.forbes.com/sites/womensmedia/2016/06/01/what-type-of-corporate-culture-do-women-really-want/#25e948d936c7>

³ William Craig, "8 Must-Have Transformational Leadership Qualities," *Forbes*, January 31, 2019. <https://www.forbes.com/sites/williamcraig/2019/01/31/8-must-have-transformational-leadership-qualities/#14d947741117>

- 2. Inspiration.** Female leaders who walk their talk and demonstrate their transparency, courage and passion are driven and motivated. This translates into inspiration – an essential ingredient to be an effective leader. When leaders connect on an emotional level, they are empathic, knowledgeable, curious, honest and kind. This creates the connection that becomes inspirational.⁴
- 3. Participative decision making.** It goes without saying that the more collaboration that occurs between the team and the leader, the better outcomes and the happier the team. When communication is encouraged, clear and specific without judgement and reactivity, trust and loyalty are gained.⁵
- 4. Expectation and rewards.** It's important to acknowledge and reward your team so they feel valued. Here are some tips to achieve this:

 - » Encourage flexible work arrangements.
 - » Encourage casual dress day once a week.
 - » Bring the CEO into team meetings so they can hear the vision from the top and interact.
 - » Write LinkedIn recommendations for your team and update their profiles.
 - » Schedule regular 1:1 30-minute meetings with your team.

4 Meghan M. Biro, "Leadership Is About Emotion," *Forbes*, December 15, 2013. <https://www.forbes.com/sites/meghanbiro/2013/12/15/leadership-is-about-emotion/#34e84e372d3f>

5 William Craig, "8 Must-Have Transformational Leadership Qualities," *Forbes*, January 31, 2019. <https://www.forbes.com/sites/williamcraig/2019/01/31/8-must-have-transformational-leadership-qualities/#14d947741117>

- » Give and share feedback.
- » Trust, respect, support and praise your team.

It is now largely recognised that for leaders to gain a competitive edge in organisations, cultural barriers must be broken and mindsets changed. Part of the equation is gender diversity and effective leadership that utilises both heart and mind.

CHANGING DIRECTION

I worked in the corporate world for many years. Before that, I was operational, so my world view was well-rounded and I believed I had a good mix of skills, knowledge and insight to make a difference at a senior level in the corporate world.

As a leader in health and wellness, I was given the opportunity to develop and implement health functions that supported the people within the organisations and kept them safe, healthy and happy.

When I was told I was being made redundant, it was like I'd been given a physical blow! I was told not to take it personally, it's a business decision, it's about merging and cutting costs, the role has changed, the vision has changed.

But I was angry, disappointed and sad. It was humiliating and hard not to take it personally. I had put so much blood, sweat and tears into creating a "best practice" occupational health function, only to be told my job was no longer required.

At the end of the day, when the emotions calmed and I regained my perspective, I made sense of the process. It makes sense to make a business lean, and when the business's vision changes, it needs fresh eyes to lead it to the next platform.

So, why was this so hard for me as a senior female leader to accept? There were many reasons. I had been told my job was secure but there was an undercurrent I had not been aware of, and that was the ruthlessness of large organisations. The communication was unclear, there was no transparency, no sense of worth or value was articulated, and suddenly I no longer had a role. But my position had to continue until the handover took place. That was soul-destroying. To feel undervalued, unappreciated and surplus to requirements was painful and demoralising.

How did I get to this point? As I reflected, I was shocked at who I had become. I had been so caught up in the frenzy of creating a best-practice function and working at a frenetic pace, I had lost sight of the human side of me. I had become a machine that was goal driven and obsessed. I had become rigid, I had lost my creativity, I had become hard and so consumed with meeting targets and deadlines that collaboration and heartfelt leadership were challenged and compromised at times.

I had been getting into the office by 7am and often not leaving before 6pm. Lunch was often skipped as my back-to-back meetings did not allow time for anything other than grabbing a coffee. My dietary intake took a pounding and

usually by the time I got home in the evening, I didn't have the energy to cook a meal, so a quick, low-nutritious snack was substituted for dinner, followed by a glass of wine to help me unwind. Too tired to go to my yoga class, this cycle of neglect impacted my health and I felt sluggish. I was aware that my mind was "foggy" a lot of the time. My moods were all over the place and I was not the happy-go-lucky, humorous person I used to be.

Sound familiar?

The sad part of all this was no one had said anything. People become so busy with their own issues, they have no space for anything else, or they don't care, or it's not important to them.

One thing I would like to reiterate in this book is that we all need a bit more self-care, a bit more empathy, a bit more communication so people can hear us, listen to us and have a conversation with us. Sharing is caring! Quite often, we hide our pain from the world because we are ashamed, embarrassed or fearful of what people might say or think. This does not serve anyone.

In hindsight, being made redundant was the best thing that could have happened to me. It gave me time to recharge, heal and reflect on what had happened in my life and career, why I had changed so much and, more importantly, what I had to do to fix me.

Does this sound familiar to you? How many of us have been in a similar situation more than once?

In summary, I believe we should all reflect on where we started as a female leader, our skills, attributes and what our uniqueness was, and where we are now. What has changed and what positive aspects do we need to replenish in our lives? What are our learnings and what advice can we give to our female colleagues to save them some time and pain?

Life is a journey and lessons have to be learnt along the way; however, if we can do this quickly and efficiently, then the lesson is learnt and we can spend more time getting on with our purpose and our passion. Shame, anger, hurt and resentment are all negative emotions that wear us down, so I encourage you to address them and let them go as quickly as you can so you can focus on all the positive aspects of your life.

Change happens quickly when you let go!

LEAN INTO VULNERABILITY

When we are vulnerable, we can either become paralysed by fear or embrace it and focus on what we want and believe in. We have the choice to travel towards ultimate fulfilment. It's our choice; no one else can do it for us. We need to take ownership of it for our personal growth.

When we realise this, we decide to peel away another layer and make that leap of faith to believe in ourselves. It can feel as though you are soaring like an eagle in flight, with the wind in your wings and total freedom to breathe and develop into

your true purpose. It's exhilarating and empowering, scary and daunting all at the same time. You feel that a flame deep inside you has been ignited, leaving you light with space to grow and see life through a different lens.

BELIEF

“You cannot find yourself in the past or future. The only place where you can find yourself is in the Now.”

– Eckhart Tolle

REFLECTIONS

Mirror, mirror on the wall, what is it we want to see and believe in?

Imagine you are sitting in the driver’s seat of a luxury car. You are the queen of the road and can drive wherever you want – no traffic jams, no roadblocks, no traffic congestion. The road is clear and safe and you can go anywhere.

This is what happens when you have a belief system that serves you well.

When you face roadblocks, that is an indication your belief system is not serving you well. Roadblocks are limiting beliefs. They restrict your progress in life and hold you back. You need to turn these roadblocks into positives. When you learn to do this, these limiting beliefs slip away and you become more open to identifying and embracing opportunities.

What happens when honesty becomes your best friend, when you finally get the courage to look in the mirror and

see and accept who you really are? When you allow the mask to slip and a rebirthing to happen? You become visible, you show the full expression of who you are, you become stronger, happier, healthier, confident, more empowered to explore further, to reach for the stars, to be the change agent, the trailblazer you were born to be. To be the female leader who can lead through times of change with heart and mind.

OUR UNIQUENESS

Your comfort zone is your safe place, but it's also where you stagnate.

What happens when you dare to shed old patterns and beliefs that hold you back, when you realise you have become too comfortable with the norm and have this urge, this yearning, to forge ahead, to break free, feel the fear and do it anyway?

When you shed old patterns of thinking and behavior, you start the journey of your "why". What is your purpose and why are you here? We all have an important message and a unique part to play – we have to be brave enough to stand up and own it.

It's time to take that step to show up and believe in yourself. Know you are worth it, know you are here to make a difference. You have the power to create change that serves not only you, but your team, organisation and society. You have decided to Show Up!

INSPIRE

“Change will not come if we wait for some other person or some other time. We are the ones we’ve been waiting for.

We are the change that we seek.”

– Barack Obama

THEN THE MAGIC HAPPENS

When we lead with the heart and mind, we incorporate both soft and hard skills. This engages the right and left sides of the brain. It allows our thinking to be full spectrum, 360 degrees. When female leaders lead with heart and mind, they exude authenticity, which quickly builds trust with their teams and allows a kind of magic to happen. Team members quickly become inspired by their leader’s transparency and acknowledgement and feel valued for the skills they bring.

What’s inspiring is when you focus on the process, not the destination. When you take it one step at a time, you let go of perfectionism. You feel the raw excitement, watch the progress and enjoy the journey.

There is a five-step plan to focusing on the process and creating value to inspire others:

- 1. Where are you now?** Where were you and where are you now? How far have you travelled?

2. **What matters?** Have your goals and vision changed? Do you feel fulfilled with the work you are doing?
3. **What are your goals and vision?** Is it time to update and fine-tune your goals? Are your timeframes realistic?
4. **What are you responsible for?** Are you holding yourself accountable to reach your goals? Is this visible?
5. **Monitor, evaluate and update.** Have you set up a process where you monitor your progress, evaluate your progress and update and make any changes required to keep you on track and efficient?

DARE TO DREAM

How often did you hear the words “dare to dream” as you grew up? When we look around us for people who have dared to dream, we usually look to our famous athletes, sportspeople and actors. But if you look a bit deeper, you may find the people who “dared to dream” were people you went to school with, shared the same hobbies and interests with, maybe even the “boy next door”.

How are these people different to you? What was it that set them apart from the rest? How did you feel when you were around these people? How energised were you in their presence? When you surround yourself with positivity and passion, it is contagious. It leaves you feeling inspired, as though you could conquer anything you set your mind to.

CHAPTER 2

Can you imagine a world where we encourage our family, children, friends and colleagues to dare to dream and be the best they can be? To support them, help them, develop them and allow them to explore uncharted territories to grow and reach their potential. How exciting and fulfilling this would be! And how our productivity, mindset and even our attitude towards others would change. Imagine living in a world where we dared to think we could eradicate poverty, negativity, mental health issues and all the diseases of the 21st century.

Yet, why is it that something so simple as “daring to dream” can be so difficult? Do we think we are not clever enough or important enough? It seems to be a common theme: the majority of us make life’s journey as difficult as possible when it does not need to be! Yes, there are lessons we need to learn along the way, but life does not need to be a struggle. If we allow the process to unravel and trust the process, the easier it is to forge ahead and achieve our goals.

The following three chapters of this book will be an in-depth exploration of the three building blocks to achieve mastery: passion, commitment and growth.

REFLECTION

1. From reading this chapter on how to develop your building blocks to achieve your mastery, how do you need to update your vision board in the below areas to become the high-performing female leader?

Relationships

Career

Finances

Personal

Health

CHAPTER 2

2. How will you step up and encourage an inclusive workplace culture? What key leadership behaviors will you adopt to improve the organisational effectiveness?

3. On reflection, what can you do better for yourself now?

4. How can you manage your team more effectively? List three steps you can start to make change.

a _____

b _____

c _____

5. What uniqueness do you bring to your role as a female leader?

6. Develop your five-step plan to create value to inspire others.

a _____

b _____

c _____

d _____

e _____

CHAPTER 3

PASSION

PRIORITIES AND PURPOSE

As a female leader, leading through times of change with heart and mind, ask yourself, “What gets me out of bed every day? What problems do I want to fix in my life? What is my purpose and why? Am I committed to this purpose? Am I determined to grow into my purpose and WHY? Do I have a plan to succeed?”

If you answered “yes” to these questions, then you are on a positive journey to reach your mastery and make a difference for all future female leaders.

HEALTHY LIVING

New information on the declining health of Australia’s ageing population is emerging, and this reinforces the need for you to take action now to develop your foundation and set yourself up for the rest of your life.

CHAPTER 3

Did you know:

- » In 2017, 15% of Australians (3.8 million) were aged 65 and over.
- » More than 1 in 7 Australians are aged 65 and over.
- » Around half of older Australians are women.
- » 3 in 10 Medicare claims for unreferral general practitioner attendances were for people aged 65 and over.
- » 1 in 10 Medicare-subsidised services related to mental health were for people aged 65 and over.
- » 1 in 5 emergency department presentations were for people aged 65 and over.¹

Building a foundation of healthy living is critical to your success as a leader.

When you look at successful people, most of them pay close attention to their diet, sleep patterns and exercise regimes. You cannot get maximum efficiencies from your body and mind without investing in the basics. We refer to this as holistic management of the body, mind and spirit. Research demonstrates that when you balance these three components, your body's vibrations increase, which allows the body to be healthier and less prone to illness and disease. When operating at this higher vibrational level, awareness is increased and endless possibilities present themselves.

¹ "Older Australians at a glance," Australian Institute of Health and Welfare, September 10, 2018. <https://www.aihw.gov.au/reports/older-people/older-australia-at-a-glance/contents/service-use>

As the adage goes, “you are what you eat”. A quick reality check can help you evaluate this. For example, if you usually eat a diet of processed foods, preservatives, high sugar and highly refined carbohydrates, try changing your eating habits for a minimum of one week. Remove all sugars, processed foods and grains and replace them with organic or free-range meat, fish and chicken, fresh seasonal vegetables and healthy fats, such as avocado and olive oil. After one week, evaluate how you feel. The difference will be significant. You will have more energy, clarity and a more balanced hormonal system.

It is important to put some thought and research into what type of diet would suit you best, as some people work well eating vegetarian, paleo, Atkins-type diets, etc. So, listen to your body and start the journey to better health.

SHIFT IN HABITS

A healthy diet means something different to everyone, but the best rule of thumb is to ensure your body gets the right nutrients by having three meals and two snacks per day, at regular periods.

Each meal should contain 30% fat, 30% carbs and 40% protein. Good fats, such as olive oil and avocado, are beneficial. Carbohydrates should have a focus on green, leafy vegetables and unprocessed bread. Try to reduce your intake of pasta and rice, and limit your intake of fruits, as they are full of natural sugars. Try to eat good sources of protein, such as organic chicken, grass-fed meats, organic

eggs and deep-sea fish, such as salmon and tuna, as these are free of heavy metals and have a high content of omega 3 and 6 fatty acids.

It is also beneficial to avoid foods grown with chemicals and pesticides and foods that are genetically modified.

CLEAN WATER

Are you aware that the human body is made up of more than 70% water? It's no surprise, then, that clean, filtered water is vital for a healthy body. Aim to consume approximately 3 liters of water per day and more if undertaking strenuous exercise or if you sweat profusely.

It's also preferable to drink alkaline water. Pure water has a PH value of 7.0, alkaline water has a PH greater than 7.0 and acidic water has a PH of less than 7.0. In Western society, the body tends to be more acidic due to the consumption of processed foods and foods with a high sugar content, so the alkaline water helps balance this acidity within the body.

Remember, everything we do is about balance and personal choice. Every individual is different – some may have medical conditions, suffer from chronic disease, take prescription medication or have a more acidic body, so it's important to discuss any changes with a qualified health professional.

BODY AWARENESS

As you focus on healthy eating, you will become more aware of your body and notice you have an increasing amount of energy. If you enjoy the food you eat and your weight is within an ideal range for your age and height, chances are, your diet is good for you.

As we go through different stages of life, our metabolism is affected by different hormones, e.g. during pregnancy, menopause or chronic disease. Care should be taken during these periods. It is useful to see a nutritionist, naturopath, physician or other qualified health professional for specific dietary guidelines to manage your condition.

EXERCISE YOUR MIND AND BODY

We have all heard that we need to exercise regularly and that's very true. But let's look at exercise from a different angle.

Exercise is about moving the body aerobically (cardio) and anaerobically (weight resistance). Decide what works for you, whether it's a gym session, weight training, yoga, pilates, running, walking, etc., then commit to it! Remember, exercise is all about balance, and you need to have both components of exercise – aerobic and anaerobic – to maximise the benefits. Adopt the attitude that exercise is as essential as eating regular, healthy meals each day. It's vital to your health and longevity.

Whatever exercise you choose, you need to create a routine. Your goal is to do a minimum of 20 minutes of exercise, three to five times a week. Be kind to yourself and gradually work up to five exercise sessions per week. The more you exercise, the better you will feel about yourself, and the power of your positive vibes will allow you to become more proactive. After practicing your exercise routine for 21 days, your body and mind will start to accept it. It will become a habit, one that becomes part of the framework of your leadership vision.

Commit to exercise and know that what you are doing is allowing you to get closer to becoming the positive, motivated, healthy individual and high-performing leader you want to be. The more we exercise, the more “good” endorphins are released into the body. These are known as “the feel-good chemicals” that create a euphoric sensation and feeling of wellbeing.

In general, a healthy diet and structured exercise make you feel better and less stressed. Your body and mind will be better able to deal with any additional pressures and stresses.

CONTEMPLATION

Reflection is important as you develop your action plan to improve your mental, emotional and physical health. It’s easy to get caught up in the moment. All your new improvements may become “normalised” – you view them as “same old” and fail to see just how much you have progressed.

Often, we are our harshest critic and can easily fall back into old ways of self-sabotage. Instead of praising our improvements, we become full of self-doubt. Contemplation and journaling can help us measure the changes in our lives and prevent this process of self-sabotage, allowing us to grow into the amazing, successful individuals we are.

Never lose sight of what you want in your life, personally and professionally. Track your vision and goals daily, whether it be through your vision board, Post-it Notes or other visual prompts. Affirmations can also help keep you on track (see the end of this book for suggested affirmations).

9 KEY TIPS FOR YOUR DAILY ROUTINE

1. Make sure you drink plenty of clean, filtered water and change the water filter on your tap regularly.
2. Commit to regular exercise. Place reminders for yourself in your phone or calendar for the days you will be exercising and the type of exercise you will be doing.
3. Get a buddy to exercise with you.
4. Give yourself a weekly reward for sticking to your daily routine.
5. Share your achievements with your friends and family so they can support and encourage you.

CHAPTER 3

6. Keep a daily journal of all the changes you make over the next 21 days. Record how your behaviors, mindset and health change or improve, no matter how small or large.
7. Start a daily journal so you can capture the key moments and thoughts you experience.
8. Practice gratitude for 10 minutes every day.
9. Take time to reflect on where you started and where you are now. Develop the next step towards your long-term goals.

GAINING CLARITY

When you have no clear vision or goals, it can feel as though you're suffocating and have a permanent "mind fog". This is exhausting. It impacts your energy, health and immune system, making you susceptible to coughs, colds and worse.

This is when you need to pay attention to your diet and do some exercise to clear the mind. Once the fog lifts, you can see more clearly, start making better choices and tap into your passion.

When you find your passion, you no longer flounder. Your passion is what drives you to your end goals in a logical, efficient, structured and masterful way. Your passion drives your purpose and helps you achieve your WHY. Your commitment builds your purpose and leads to growth on all levels, anchored by your identity and belief systems so you can become the person you were destined to be.

You have to *want* to be the master of your WHY! You need to commit to it. Once you have made that commitment, you need to muster the courage and confidence to develop and reinvent yourself.

As your confidence builds and the process unfolds, step by step, you start to believe in yourself and your abilities, and you like what you see. You become humble. This is the beginning of your journey; a preparation stage as your

energy gains momentum, the law of attraction kicks in and you attract more like-minded people into your arena.

How inspiring! You are not only able to leave a legacy for future generations, but you are paving the way for the new generation of female leaders, leading with heart and mind — a place where ego does not exist. The process is pure and simple. You have become comfortable in your skin, being that female leader who can show up and lead through times of change. When you share your skills to serve others, you unleash knowledge that, until this point, has been hidden. You did not have the clarity you have now, and fear no longer carries the same weight as it did before.

MODERN WAY

It is this high-achieving modern female leader who will forge ahead and lead the way for future female leaders; leading without ego, leading with a heart-mind connection, expressing vulnerability, communicating with honesty and transparency of their vision, creating connection and space where people trust and feel they belong.

People want to belong, to have their own purpose as well as a common purpose. This connection will create a shift in consciousness, allowing everyone to develop a new understanding as we move away from the “manager role” and into a new modern female leadership. This style is nurturing, compassionate and empathetic, bringing the softer feminine energies into play to balance out the over-represented masculine energies.

LET GO – RESIST NO MORE

When we resist change, negativity, frustration and fear creep in. This, in turn, prevents growth and creates an imbalance within our body and mind.

However, as we move forward on our leadership journey, knowing our identity and beliefs and having a passion we are committed to, we grow, retrain and strengthen our mindset, so it serves us more efficiently. The energy we exude becomes infectious and the people around us want to be part of the journey, too, because it feels good, it's uplifting, it's inspiring. We create momentum, change and opportunities. It makes us feel alive.

If procrastination does set in, take a moment to pause and listen to your inner voice. What are you resisting? Look deeper and ask yourself, "What am I fearful of? What has changed in my vision and beliefs? What is holding me back? Why do I feel I need to do this?"

Check in with your body. Where are you holding the stress? Which areas are tense? Are you holding your breath without even being aware of it? Perhaps you are starting to doubt yourself. If this is the case, you can delve into these feelings and ask yourself why this has happened. Perhaps it was a recent situation or encounter that impacted you. It may even be something as simple as a conversation you had with a friend or colleague and you interpreted it negatively.

This time that we live in is a busy time for everyone. Time has accelerated in a way we don't fully understand, and it is easy to get caught up in the moment and fail to check where we are on our journey. So, remember to make time for any "fine-tuning" that may be required. Let your intuition guide you, that "gut feeling".

To keep current and progressive, it is healthy to think "outside the box". Challenge the status quo, extend your thinking and look at unconventional ways to develop the future of the high-performing female leader. As an original thinker, you must challenge the norms and extend not only your thinking, but the thinking of others around you.

The modern female leader uses her heightened intuitive abilities to pave the way for more creative thinking. Her intuition is a powerful tool that can alter the business landscape and make play an important part of the way we do business. Flexibility is the key.

Know what your expectations are and what it takes to be that courageous, inspirational female leader who brings value and trust to the table, who creates a safe space that inspires creativity and innovation. Make your goals specific, measurable and realistic. Break them down into small steps with appropriate timeframes, so you set yourself up for success. Clearly defining what you need to do provides clarity and reduces any friction that may steer you from your path.

GAINING MOMENTUM

Gaining momentum as a female leader is about letting go of the old ways of doing things, the patterning and conditioning, in a male-dominated workplace. It's about having the courage to bring in the expression of the modern female leader, who will lead with heart and mind, utilising the softer feminine energies.

These energies are not any less powerful than the masculine energies, but they are needed to balance out the over-representation of the masculine energies in the workplace. Bringing in the feminine energies will allow a new paradigm of female leadership to surge forward in the resources sector, causing innovation and creativity to explode.

Treat today as if it was the beginning of a new chapter of your journey. Let go of the leadership of the past – it no longer serves us. Focus on the present with a renewed vision of the leadership of the future – a new female leadership that will benefit everyone.

THE PATH AHEAD

VISIONARY

If you have a clear understanding of your goals and a vision of what you want to achieve, but you're not sure how to get there, let's work through breaking each goal down and allotting timeframes to make them achievable.

I like to use the acronym SMART. SMART is used widely in the corporate world. It means making your goals Specific, Measurable, Achievable, Realistic and Time-bound. By using SMART as a guide, you can determine whether the goals you have set are the correct ones, and you can measure, monitor and adjust them as necessary to reach your vision.

Looking back over your life, you will find that, generally, significant changes followed defining moments – moments that provided clarity on your purpose or pushed you onto a different path. These major experiences can change our mindset and activate an array of emotions that seem to “crack us open”, leaving us raw and vulnerable. This is a time to lean into our feelings and emotions to get clear on what is happening. Some examples of these emotions and feelings include fear, disbelief, rejection, acceptance, forgiveness, gratitude and trust.

This chapter will explore these profound, defining moments in your life and encourage you to identify what vulnerabilities

they have exposed and why. These defining moments are occurring more than ever before in our fast-paced lives, and it can feel like we are being propelled forward and changing direction without enough time to process what is happening. Often, we are well on the road of our new journey before we are even aware of it.

TRIBES

People want your uniqueness. They connect with and are inspired by your unique qualities. They want what you have.

Unleash your uniqueness. Listen to your intuition and let it guide you. You will be drawn to people who guide you and support you on your journey. Let them become part of your tribe and let go of all the people who have been draining your energies, making little contribution to your progress.

Remember, you have to put in the effort to develop your relationships. Schedule time for friends, family and colleagues, share what's been going on and how you feel, listen and be present in every conversation. Show the imperfect side of you, be vulnerable, don't hide your flaws. You are not superwoman, so shed that mask and allow your vulnerabilities to be visible.

When you get the balance right between being vulnerable and courageous, being strong and not aggressive, being inspirational without being a perfectionist, being true to yourself without the mask, people connect with you and trust you. They feel safe and want to belong to your tribe.

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They want some of “what makes you tick”, they want to be like you, to have the qualities you have so they, too, can grow into their mastery.

MASTERY TO LEGACY

"Success in life could be defined as the continued expansion of happiness and the progressive realisation of worthy goals."
– Deepak Chopra

EXPANSION AND FREEDOM

What is mastery? Mastery is when you fully comprehend and control your craft, your purpose for being and your WHY!

Mastery is created when you merge your commitment, passion and growth with your WHY. You believe in it, believe in yourself, and are completely inspired by it.

When you are master of what you believe in, you become that remarkable female leader, the unstoppable trailblazer, creating change so other female leaders can rise and progress in their careers, leading with heart and mind to create connection and trust. You will feel like an eagle soaring free, agile and moving with ease and flow, truly effortless and graceful!

There are nine fundamental principles to living your best life so you can contribute in a meaningful way:

1. Be ethical
2. Always act with integrity

CHAPTER 3

3. Respect for self and others
4. Be present
5. Always look on the bright side of life
6. Practice being non-judgemental
7. Pay it forward
8. Go the extra distance, be generous
9. Lead by example

Let's look at where your passion lies in life. Is it to be that female leader, leading through times of change with heart and mind? What problems will it solve in your team or organisation? Do you have the passion, commitment and belief that you can show up and be this female leader who is inspirational, courageous and a change agent who will take her team on her visionary journey with transparency and excitement, building connection and trust?

With a clear vision, you will gain clarity on how to develop your goals. Your vision also creates efficiencies by encouraging you to be disciplined and work within specific timeframes. It becomes a self-perpetuating cycle: the more clarity you have, the more focused, committed and efficient you become. This, in turn, means you will gain a greater work-life balance.

I believe if you change your mindset, you can change your life. You need to be committed and believe in yourself. My channeled quote below offers some food for thought:

*A mindset of scarcity attracts scarcity.
A mindset of abundance attracts abundance.*

A mindset of belief attracts conviction.

A mindset of possibility attracts opportunities.

The choice is yours! Do you want to be a female leader who leads through times of change with heart and mind? Do you want to make a difference, change the leadership paradigm and create a more conducive work environment for people to learn, create, innovate and achieve their goals and targets?

MANIFESTATION – THE LAWS OF ATTRACTION

Mastery comes when we find our WHY and understand what our purpose is, when we change the way we think, act and behave, when we change our old ways and patterns of thinking and behaving.

When we challenge the norms and start thinking “outside the box”, our old patterns begin to dissolve. This allows us to fill the space with new, beneficial beliefs, behaviors, thoughts, desires and wants.

The art of mastery is about living in the moment and being as effective and receptive as we can to make a valuable contribution. When we allow our mind to listen to our inner voice, our intuition, we grow into a more transparent, authentic version of ourselves with real presence, confidence and strength – qualities that are profound even in our vulnerable moments.

CHAPTER 3

We attract what is similar to us. If we love ourselves and treat others with the same love and respect, people, in turn, will love and respect us for who we are. Like attracts like, so the more we surround ourselves with like-minded people and the more positivity we exude, the more we will receive.

This is why it is so important to be open and transparent with your team, so they have an opportunity to change any beliefs that may not be serving them or the team well.

REFLECTION

1. From reading this chapter on passion, identify three new practices you will implement to build your foundation for health and wellbeing.

a _____

b _____

c _____

2. List three changes in your current lifestyle or routines that will improve your daily routine.

a _____

b _____

c _____

CHAPTER 3

3. Develop your 90-day plan to create your health foundation.

4. List the people in your tribe.

5. How do you nurture your tribe?

6. Identify your core beliefs that are critical to reaching your vision.

7. List in dot-point format what your vision is.

8. Who is your female role model and what are you learning from her?
