



OneSource HR

Lifting Women at Work

Created for LIFT Yorkshire CIC
as part of the 16 days of activism against gender
based violence campaign - 2023



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Women and the Workplace - What's the Deal?

The Gender Pay Gap

Between 1997 and 2022, the gender pay gap has only fallen by 9.1% and in April 2022 was 8.3%.

A large difference in gender pay gap is reported between employees aged over 40 years than those aged below 40 years, which is directly correlated to the fact that the gender pay gap is larger between sexes in higher earners, than in lower paid employees.

This represents a lower number of women than men moving in to higher paid, managerial positions at work, and where they do move in to higher paid positions, they are typically paid around 10.9% less than men for work of equal value.

Mandating workplaces to publish gender pay gap data is tokenism not action. There has been little movement in reducing the gender pay gap in the last 25 years, and women are now exiting the workplace and leadership roles at an alarming rate.

We arguably have some of the best employment related equality legislation in the world, so WHY is the gender pay gap still so substantial?

Misogyny

Misogyny in the workplace and in society is on the rise. We are taking steps backwards, not steps forwards. According to the Women @ Work 2022: A Global Outlook report, published by Deloitte, 59% (the majority) of women have experienced harassment and/ or microaggressions in the past year at work. This number has increased from 52% in the 2021 report.

Work is a LIFELINE for Women

Work and employment is a lifeline for women to escape poverty, abuse and exploitation. Work is an enabler of independence, financial stability, confidence and inspiration. Women deserve equal opportunities, and fair employment conditions, in dignified environments. The matter is complex and multi-faceted, and won't be fixed by this booklet. This booklet is aimed at giving you some practical tools to survive and thrive in the world of work, in 2023 as a woman in the UK.

What is a Microaggression?

Examples of Microaggressions & Macroaggressions

Disparaging/ belittling comments about sexual orientation

Disparaging/ belittling comments about gender

Receiving unfounded criticism about work or performance

Having your work unnecessarily scrutinised or checked

Lewd comments about appearance or ANY comments about appearance

Having someone else take credit for your idea

Feeling patronized/ undermined/ underestimated by others because of your gender

Consistently being addressed in an unprofessional or disrespectful way

Being excluded from informal or formal interactions or conversations

Being given fewer opportunities to speak up in meetings compared with male colleagues

Did you know, that women who work in a hybrid environment are significantly more likely to experience microaggressions than those who work exclusively on site or are exclusively remote. While hybrid working could be a great opportunity to drive meaningful and sustained change when it comes to gender equality at work, the data shows that many women are instead feeling more isolated and excluded.

If you're experiencing any of this type of behaviour in the workplace, our advice is to seek support. Visit the support section at the back of this booklet.

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Example 1 - personal goal

G Question - What do you want to achieve in the next 12 months?

14% body fat or less by October 2021. Nb. Note how this goal is SMART.

R Question - How would you describe what you've done so far?

Lack of commitment to the goal. Exercise element is there but no willpower when it comes to diet. Lot of barriers to overcome, e.g. balancing work schedule with cooking and food shopping to avoid eating junk food.

O Question - Who do you know that has encountered a similar situation?

My friend has a similar busy lifestyle and was also struggling to eat healthy. She batch cooked 3 days of meals on a Sunday and then ordered the rest of the week through a ready prepped meal delivery service. 7 days of ready prepped meals was too expensive for her, so she compromised by batch cooking some on a Sunday.

W Question - Is there anything else you can do?

I can download an app which tracks my calorie intake and gives meal inspiration to help keep me focused on what I am eating on a daily basis, and help me to plan meals in advance.

Now, let's use the same goal, but different GROW questions, demonstrating how diversifying prompts can help you come up with a non-negotiable plan of action!

G Question - What would it look like if you were entirely successful?

I would have 14% body fat or less by October 2021.

R Question - What has contributed to your success so far?

I am committed to an exercise routine that is designed to make this goal happen. I work out 5 x per week and walk at least 15,000 steps per day.

O Question - What tools do you know about that you haven't used yet?

Using a ready prepped meal delivery service to supplement my cooking and help to free up time during the week. I find it difficult to balance cooking every day with childcare, exercise and working fulltime, as well as having a social life. I also know that I do need to give myself some leniency with dieting, so a calorie tracking app would help me to measure my intake and stay focused on a day-day basis.

W Question - How could you overcome challenges?

Cut back on spending on fast food so that I can afford ready prepped meal delivery service for part of the week. This means using the coffee machine at home and not going to Costa on my way to work 4 x per week, which costs me around £25 per week.

Example 2 - professional goal

G Question - What result are you trying to achieve?

A target of 20% or less voluntary company employee turnover by October 2021. Nb. Note how this goal is SMART.

R Question - What is the effect or result of this?

Costs saved on hiring process in both measurable costs and discretionary costs in staff time and efforts.
More productive, settled and efficient performing teams, with risk mitigated transient knowledge loss.

O Question - What is the hardest/ most challenging part of this for you?

Loss of highly sought after skills because of labour market shortages, driving up wage rates and managing the increase of wages at a sustainable but competitive level.

W Question - How could you overcome challenges?

Ensure competitive but sustainable wages by staying ahead of market trends. Look at cost savings elsewhere in departments where wages are inflating above a sustainable level, to ensure continued sustainability, e.g., negotiation on employee benefits packages such as life insurance and cash healthcare scheme with suppliers.

Now, let's use the same goal, but different GROW questions, demonstrating how diversifying prompts can help you come up with a non-negotiable plan of action!

G Question - What would it look like if you were entirely successful?

A target of 20% or less voluntary company employee turnover by October 2021.

R Question - What has contributed to your success so far?

A strong employee benefits package and a strong, dependable brand with over 50 years' history – from surveys, these are the elements that most retain and attract colleagues in the business.

O Question - What could you do differently?

Develop line managers to be more confident and competent in having performance related conversations. This enables line managers to give momentum to developing and retaining talented people within the business and colleagues being able to envision a clearly defined and achievable career path with us. We have a HRIS, but managers don't utilise the performance management function for transparency and ease, as much as they can do, probably due to a lack of training on the system, as well as softer skills and management principles training.

W Question - Tell me how you're going to do that?

Develop a management development programme to deliver over the next 12 months. Sessions should be prioritised to most pertinent first, e.g., recruitment and performance management to give momentum to achieving the goal. Systems training should also be prioritised. Feedback forms will be used to measure impact of training sessions and to ensure learning has taken place.

The Questions

Goal	Reality	Options	Will/ Way Forward
What would the benefits be if you achieved this goal?	Have you already taken any steps towards your goal?	What would happen if you did nothing?	How are you going to go about it?
In six months, if things were going exactly the way you want, what would you see, hear or feel?	What is required of you?	What are your options now?	If you knew you would be successful, what would you do?
What would it look like if you were entirely successful?	Do you know other people who have achieved this goal?	What has worked for you already?	How will you know when you have done it?
What is the most important thing in the world to you and why?	What did you learn from your last mistake?	How could you do more of that?	Is there anything else you can do?
Why are you hoping to achieve this goal?	What have you made this goal mean?	What is the hardest/ most challenging part of this for you?	How could you overcome challenges?
What is it costing you to stay as you are?	What is the effect or result of this?	What could you do differently?	Do you believe you can do it?
What do you want to change?	How would you describe what you've done so far?	Which option do you feel ready to act on?	Are you willing to give up ----- to achieve this goal?
Why is that important to you?	What have you already tried?	What are the best/ worst things about the options you are considering?	How would you feel if you didn't achieve the goal/ what would it cost you?
Where do you find joy?	What could you do better this time?	What would happen if you did that?	What will you do to celebrate your achievement?
How important is this to you?	What do you think is really happening now?	Who do you know that has encountered a similar situation?	How could you turn this round immediately and enjoy the process?
What would you like to accomplish?	If you asked ----- what would they say about you?	If anything was possible, what would you do?	What roadblocks do you expect or require planning?
What would an ideal outcome be?	On a scale of 1-10, how severe/ urgent is the situation?	What needs to happen for this to happen?	What resources can help you?
What result are you trying to achieve?	If someone said/ did that to you, what would you think/ feel/ do?	What would you gain/ lose by doing/ saying that?	Is there anything missing?
What would you like to happen with-----?	What do you think is stopping you?	What tools do you know about that you haven't used yet?	What support do you need?
What goal do you want to achieve?	What is happening now?	What do you think you need to do next?	What else could you consider?
What do you really want?	Where are you now in relation to your goal?	How have you tackled a similar situation before?	When are you committing to achieve it?
What do you want to achieve in the next three years?	What progress have you made so far?	What advice would you give to a friend/ colleague about this?	What do you need to stop doing to make this happen?
What do you want to achieve in the next 12 months?	What has contributed to your success so far?	What do you think you need to do to get a better result?	Tell me how you're going to do that?
What does the situation look like this time next year?	What values and behaviours have prevented you from reaching this goal so far?	What values and behaviours do you need to champion to achieve a better result?	On a scale of 1-10, what is the likelihood of your plan succeeding?
What does success look like to you?	Why haven't you reached that goal already?	What could be your first step?	What do you think you need to do right now?

Your Goals

Goal	Reality	Options	Will/ Way Forward

I WILL FACE MY OWN FEARS I WILL FACE MY OWN FEARS
I WILL OVERCOME MY BARRIERS I WILL OVERCOME MY BARRIERS
I SET SUCCESS UP FOR MYSELF I SET SUCCESS UP FOR MYSELF
I AM IN CONTROL OF MY FUTURE I AM IN CONTROL OF MY FUTURE

Understanding Motivation to Better your Life

Motivation is the feeling of need, desire, want or urge to take action, in order to achieve an outcome or goal.

Motivation is best understood either by it's lack of or it's demonstrable amount of. It's often easy to spot demotivation or high levels of motivation and others, and it's very obvious when we ourselves feel demotivated. Problems often do not arise because we are demotivated, but because we are unclear as to why we feel demotivated, or how we can become more motivated.

Reasons why it's important for women to feel motivated at work:

- When women are motivated to achieve goals, they rebound quicker from setbacks, as they are focused on the outcome. We know, because of deep rooted and systemic misogyny that women are bound to experience more setbacks than men at work.
- If you feel motivated, you'll set more challenging goals and are able to achieve much greater performance; performance is important when perceived by others if you are looking for promotion. If you're self employed you should know that performance is directly related to profit.
- Again, when you're pitched against men and the patriarchy every day at work, it can become demotivating. If we can spot demotivation easily, we can create action plans to minimise the impact of demotivators.
- When you understand your personal incentives, you are closer aligned and prepared to go for the relevant opportunities. Statistics tell us that men are more likely to go for opportunities even if they don't meet all of the requirements, than women, who are more likely to look to meet all or the majority of requirements before pursuing a new opportunity.

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Motivation in Action

How does motivation actually manifest itself in to actions? Read the statements below and rate yourself objectively and honestly as to how you align with each statement.

You constantly seek to improve

If a process isn't working, you have the determination and resilience to find a better or alternative way.

Very Much Like Me Somewhat Like Me Not Like Me at All

You manage yourself effectively and record your progress

You find having a goal to work towards enjoyable and motivating. You can clearly assimilate and measure success towards goals and regularly evaluate yourself, using objective evidence such as facts, figures, and feedback.

Very Much Like Me Somewhat Like Me Not Like Me at All

You set high standards for yourself

'If you aren't going to do it well, don't bother doing it at all' is something you believe. You take pride in doing things to the best of your ability and complete work to a high standard. You are not necessarily motivated by recognition from others as a gatekeeper to you completing things to a high standard.

Very Much Like Me Somewhat Like Me Not Like Me at All

You are able to find energy and enthusiasm in the face of adversity

Even when you're working in the face of adversity, or under a lot of pressure, you are able to dig deep and find the motivation and resilience to keep going, explore new ideas and take on board new perspectives as fuel to continue to relish a challenge.

Very Much Like Me Somewhat Like Me Not Like Me at All

Your passion is infectious

Others around you are inspired by your showing up every day. You role model getting things done, and committing yourself to others through good customer service, getting things done on time, completely and to a high standard.

Very Much Like Me Somewhat Like Me Not Like Me at All

You really enjoy a challenge

Whilst you have a realistic outlook on your capabilities, strengths, opportunities and limitations, you also enjoy setting challenging objectives for the medium - long term. You enjoy having to learn new things, and aren't put off by the prospect of working through trials to get things done.

Very Much Like Me Somewhat Like Me Not Like Me at All

Understanding Personal Motivation

Let's find out what really drives you. Set aside some time, where you won't be disturbed so that you can answer these questions.

1. When did you last feel truly inspired?
 - a. What or who was behind that inspiration?
 - b. What action did the inspiration invoke in you?
 - c. What feelings did the inspiration invoke in you?
 - d. What did this tell you about your own personal motivations?
2. What goal in your working life are you most proud of achieving?
 - a. Why does this hold the greatest value for you out of all your achievements?
 - b. What did this goal really mean to you?
 - c. How did achieving this goal make you feel?
 - d. What was the purpose and/ or benefit of achieving this goal?
3. What's the biggest risk you have ever taken?
 - a. What drove you to take that risk?
 - b. What personal values drove your behaviour when taking this risk?
4. What was the best feedback you've ever received?
 - a. What did that feedback mean to you?
 - b. Were there any particular words or actions in this feedback that really mattered to you?
 - c. How did the feedback make you feel?
5. What skills are you utilising at work when you feel most happy, relaxed and fulfilled?
 - a. How often do you use these skills?
 - b. What makes these skills unique to you?
 - c. How could you do more of this?

Your answers

Be honest, reflect and dig deep.

Conscious Self-Motivation

The questions you've answered are not supposed to be easy. Self-reflection is hard and it requires you to really dig deep and be very honest with yourself. Answering those questions should have helped you to establish a better understanding of what your values are, what you are incentivised by and how your values and drivers feed in to the wider context of your career.

The next activity is designed to help you consciously focus on maintaining self-motivation. Everyone has days where they don't feel like working on their goals, going to work, or even getting out of bed, and that's ok. However, highly successful people tend to have a good understanding of their support structures, coping mechanisms and key drivers, so that they can leverage them when they need to find self-motivation.

My Motivation Alphabet

A - Authenticity: How can I behave every day that is true to myself?

B - Believe: Do I believe in myself, my own potential and my own capabilities?

C - Consider: Do I need to consider another point of view?

D - Dependability: What/ who can I depend on, and how important is stability to me?

E - Energy: What activities trigger the most enthusiasm and energy in me?

F - Family & Friends: Who's company makes you feel happy and relaxed?

G - Gratitude: What am I grateful for today?

H - Honesty: What is really happening, and where am I really at right now?

I - Inspire: Who or what inspires me to keep going?

J - Jump: What could I jump on with quick action to have an impactful quick win today?

K - Knowledge: What do I know that is applicable to this challenge from past experience?

L - Love: Look with love, and what we look at changes (including ourselves)

M - Media: Am I consuming books, news, music etc that brings out the best in me?

N - Nurture: What can I do today that develops the me of tomorrow?

O - Optimism: Is my glass half empty without logical and rational reason?

P - Places: What environments best inspire action and creativity from me?

Q - Quitting: Quitting is not always failing, it's brave and necessary. Is it necessary now?

R - Recognition: Do I give myself enough credit for what I have already achieved/ survived?

S - Skills: What skills are unique to me, and how can I use them today to feel better?

T - Trust: Who do I trust that I can confide in?

U - Unity: Who do I enjoy collaborating with and why?

V - Visualise: Where do I see myself in the future, and how can I take a step there today?

W - Words: What positive words/ affirmations can turn your mindset around?

X - eXplore: It's not the best way of doing things just because it's always been done this way

Y - Yes: What do I feel like saying yes to today, and how will I feel afterwards?

Z - Zen: Where am I/ who am I with/ what am I doing when I am most at peace?

My Motivation Alphabet

Referring to the prompts on the previous page, reflect and complete your motivation alphabet. This exercise will help you understand your support structures, coping mechanisms and key drivers. This will help you refer to them and access them when you most need them, in times of demotivation.

A - Authenticity:

B - Believe:

C - Consider:

D - Dependability:

E - Energy:

F - Family & Friends:

G - Gratitude:

H - Honesty:

I - Inspire:

J - Jump:

K - Knowledge:

L - Love:

M - Media:

N - Nurture:

O - Optimism:

P - Places:

Q - Quitting:

R - Recognition:

S - Skills:

T - Trust:

U - Unity:

V - Visualise:

W - Words:

X - eXplore:

Y - Yes:

Z - Zen:

Demotivation or Overwhelm?

Being filled with dread, wondering how you're going to get through the mountain of challenges in the week ahead and not knowing where to even start, does not mean that you lack motivation, it could simply mean that you are overwhelmed.

If you find yourself procrastinating, it is likely that you are overwhelmed and are avoiding something that brings you discomfort. Discomfort can arise from feelings of overwhelm, feeling underprepared, or lack of clarity. Procrastination is a nasty cycle to get trapped in, especially when it presents itself as negative self talk.

How often have you had any of the following thoughts in the last 3 months? Daily, weekly, bi-weekly, monthly, or not at all?

- 'I'm so dumb'
- 'I'm so lazy'
- 'I can't do anything right'
- 'What's the point in trying'
- 'Same sh*t different day'

If you're having thoughts like this, no matter what the frequency of them, you could be feeling overwhelmed and searching for clarity and purpose may help you. Procrastination is not laziness, it does not mean you are dumb, and it doesn't mean you aren't perfectly capable of achieving great things; it's a totally normal human response to feelings of overwhelm.

If you find yourself procrastinating, follow this 4 step process, and answer the following questions to address overwhelm -

Clarify

What will happen/ what is the risk if I do nothing?

Prepare

What have I tried before that has worked for me in similar situations?

Simplify

What advice would I give to a colleague/ friend about this?

Act

What can I do immediately that would be most impactful?

Interview Preparation

Competency Based Questions

As well as some open questions i.e. 'tell me about yourself', most companies ask competency based questions, also known as behavioural or situational based questions. They seek to assess your skill or competency in specific tasks, or in relation to specific behaviours, by drawing on your previous approach to similar tasks or experiences. By reviewing the companies values, and the technical job specification, you'll be able to anticipate the focus of their questions.

Examples of competency-based questions

- Can you give an example of a time you've resolved a conflict in the workplace?
- Describe a situation where you were asked to do something which you have not previously done, and weren't entirely sure about how to go about it?

What's the best way to answer competency-based questions?

To communicate your experience thoroughly, concisely and in a structured way, our advice is to use the STAR method, which is an acronym for Situation- Task- Action- Result.

Situation

Describe the scenario that you/ your employer was facing, giving context. This stage may sometimes be referred to as 'setting the scene'.

Task

Highlight the tasks that were involved in the example. These may be things like deadlines, resource constraints, and other challenges.

Action

Describe the action that you took. Whilst team focused actions are important, try to focus on highlighting how you specifically contributed. Examples of actions are delegation, teamwork, integrity, leadership.

Result

Summarise the outcomes of the action you took on the situation. Was it a positive or negative outcomes? What did you learn from the situation? Example results are key achievements, cost savings, great customer service, learnings.

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Competency Based Questions - Practise using the STAR method

Give an example of when you've worked as a successful team under difficult circumstances.

Follow Ups:

How did you deal with the circumstances?

What was your part in the team's success?

Tell me about a time you've made a mistake in your job.

Follow Ups:

What would have been the consequences if you hadn't owned up?

Did it make you feel like owning up to a mistake is the right thing to do?

Tell me about a time you have gone above and beyond for a customer.

Follow Ups

Why did you take this course of action?

Were they appreciative?

How would you handle a team member who thought safety procedures were a waste of time?

Follow Ups:

Why would you take this course of action?

What could the consequences be if you did not challenge this colleague?

Countering Sexist Interview Questions

With the majority of women reporting experiencing harassment or microaggressions at work, and 93% of women believing their employer will not take action if they report non-inclusive behaviours, an interview is a good way to get a measure of how inclusive a work environment may be. Unfortunately, sexist and illegal interview questions are far too common. Our advice for dealing with sexist interview questions is to tackle them head. This is difficult and can require you to be brave and bold, however, if the employer doesn't react well to you standing up for yourself, it's probably a blessing in disguise!

Here are some examples of how you could answer the most commonly asked sexist questions. Note how many of them are answering a question by asking a question, shifting the responsibility on to the interviewer to provide an explanation for the reasoning of their enquiry

This is a male dominated environment, how would you handle that?

"I don't see how that would be different to how I have handled any other environment or team in my previous roles, I would intend to manage myself and manage others in exactly the same way that I always have. Do you envisage your team to present behaviours or conduct that would mean an undignified environment for me?"

Do you have children? Are you planning a family? How many children do you have?

"Can you explain to me in what way this is relevant to assess my ability to do the job?"

How will you balance work and family life?

"I plan on being focused and effective whilst I am at work. How I plan to promote work-life balance for myself is something I would like to keep private, but you should feel assured that I am competent to undertake this role."

Are you married?

"Can you explain to me how that question will be relevant in assessing my ability to do the job before I answer it?"

What do your parents/ partner/ other think about you working here?

"I am the decision maker when it comes to my career choices, and I feel completely confidence in my decision and ability to pursue this opportunity."

This is quite a laid back environment and sometimes we make jokes people may find offensive, is that ok with you?

"It's a legal requirement for employers to provide a safe and healthy environment that is dignified, respectful and free from discrimination and harassment. If your workplace is legally compliant then I'm sure we won't have an issue. Do you believe it is?"

The Hidden Gender Pay Gap Perpetuation Question

"What's your current salary?"

This is possibly the most dangerous question in the book when it comes to equality in the hiring process, but it tends to go undetected. Data shows that in 2023, 79.5% of employers had a gender pay gap in favour of men. This is higher than the figures last year, and 6 years ago. The situation is getting worse, not better!

Why is it such a bad question?

- Pay discrimination is perpetuated for women, people of colour, and people with disabilities.
- New employers replicate pay gaps from previous businesses.
- Women end up getting offered a lower salary than they would have if they hadn't disclosed their earnings.
- Women's confidence to ask for better pay is reduced.

Simply put, this question feeds the gender pay gap, it does NOT reduce the gender pay gap.

So how can you answer this question if you get asked it (which you inevitably will)?

- "I'd rather not disclose that at this stage."
- "Perhaps if you tell me what your total package offer is, I can review whether or not it meets my expectations at this time."
- "Having reviewed the advertisement, I believe that the salary banding you have advertised for this position is aligned with my expectations at this time."
- "If this is the right opportunity for us both, I am sure we will be able to come to a fair and negotiated agreement about pay when the time comes."
- "My expectations around pay are well aligned to the market for my level of skill and experience. I trust you have benchmarked this role and that our expectations around pay will be similar."
- "That's a great question, perhaps you can share with me what your budget is for this role so I can ensure it meets my expectations."

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My Notes

Use this space for your personal notes

My Notes

Use this space for your personal notes

Support

for further signposting, please download the women's help menu at www.liftoff.org.co.uk/freeresources

Employment Advice, Mediation, Arbitration, Conciliation Advice

www.acas.org.uk

Maternity Support

www.maternityaction.org.uk
www.pregnantthenscrewed.com

Flexible Working

www.workingfamilies.org.uk

Domestic Abuse

www.womensaid.org.uk

Carers

www.carers.org

Debt

www.moneyadviceservice.org.uk

Occupational Health Support

www.fitforwork.org



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