

# RESEARCHING DIVERSITY AND INCLUSION

Women in Business Board  
American-Hellenic Chamber of Commerce



# **QUALITATIVE RESEARCH INTO DIVERSITY PRACTICES**

Explore gender diversity and inclusion practices in the Greek business environment

## **THE SAMPLE**

28 CEOs of companies ranking among the top 500 employers in Greece

Only 1 woman among them

## **THE METHODOLOGY**

In depth interviews carried out by WiB members

## **FIELDWORK**

March – May 2019



**IS THERE AN INVISIBLE MINDSET  
FOR EXCLUSION?**

# IS THERE AN “E.Q.” IN GREEK BUSINESS CULTURES?



A scenic landscape featuring a winding asphalt road that curves through a grassy field. In the background, there are rolling hills and mountains under a heavy, overcast sky. The foreground is filled with tall, dry grass and some small trees. The word "YES" is superimposed in large, white, bold letters on the left side of the image.

# YES

A scenic landscape photograph featuring a narrow, winding asphalt road that curves through a valley. The road is flanked by dense, brownish-gold vegetation, likely bracken or tall grasses. In the background, rolling hills and mountains are visible under a heavy, overcast sky with dark, grey clouds. The overall mood is somber and atmospheric.


**Achievement  
is defined as a  
single track path**

# THE “EITHER- - OR” VIRUS



**You can only do well only one  
thing at a time**

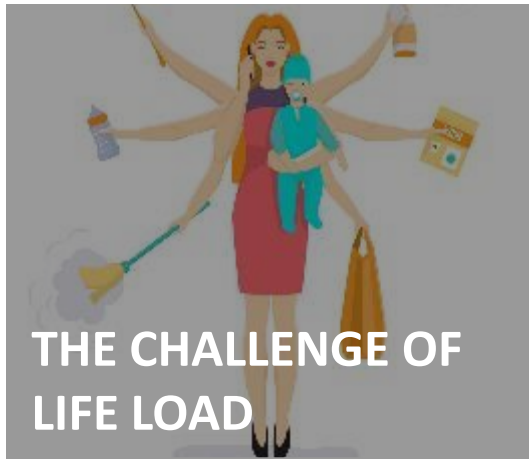
**Giving it your “all” works as an exclusive rather than inclusive practice**



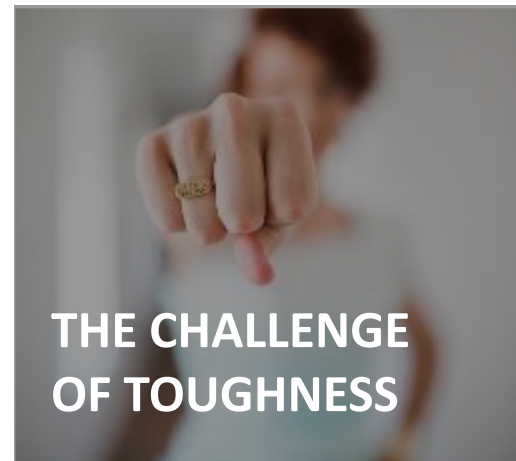
# 6 GENDER “E.Q.” THEMES WERE HIGHLIGHTED IN THE RESEARCH



## THE CHALLENGE OF LIFE STAGES



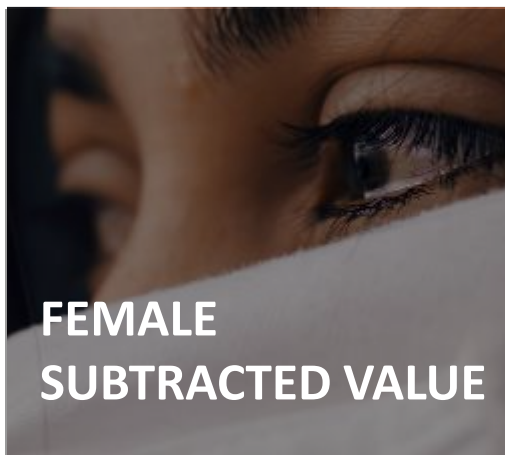
## THE CHALLENGE OF LIFE LOAD



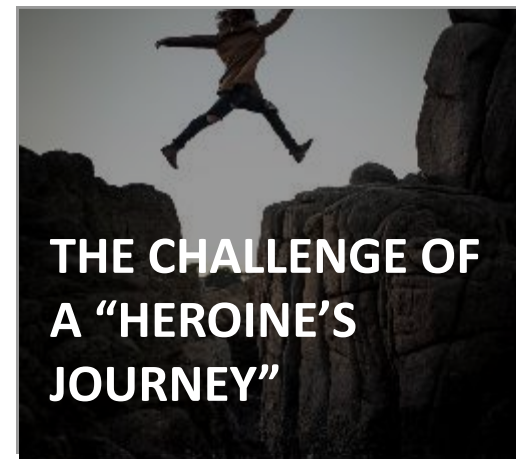
## THE CHALLENGE OF TOUGHNESS



## THE CHALLENGE OF VISIBILITY



## FEMALE SUBTRACTED VALUE



## THE CHALLENGE OF A “HEROINE’S JOURNEY”

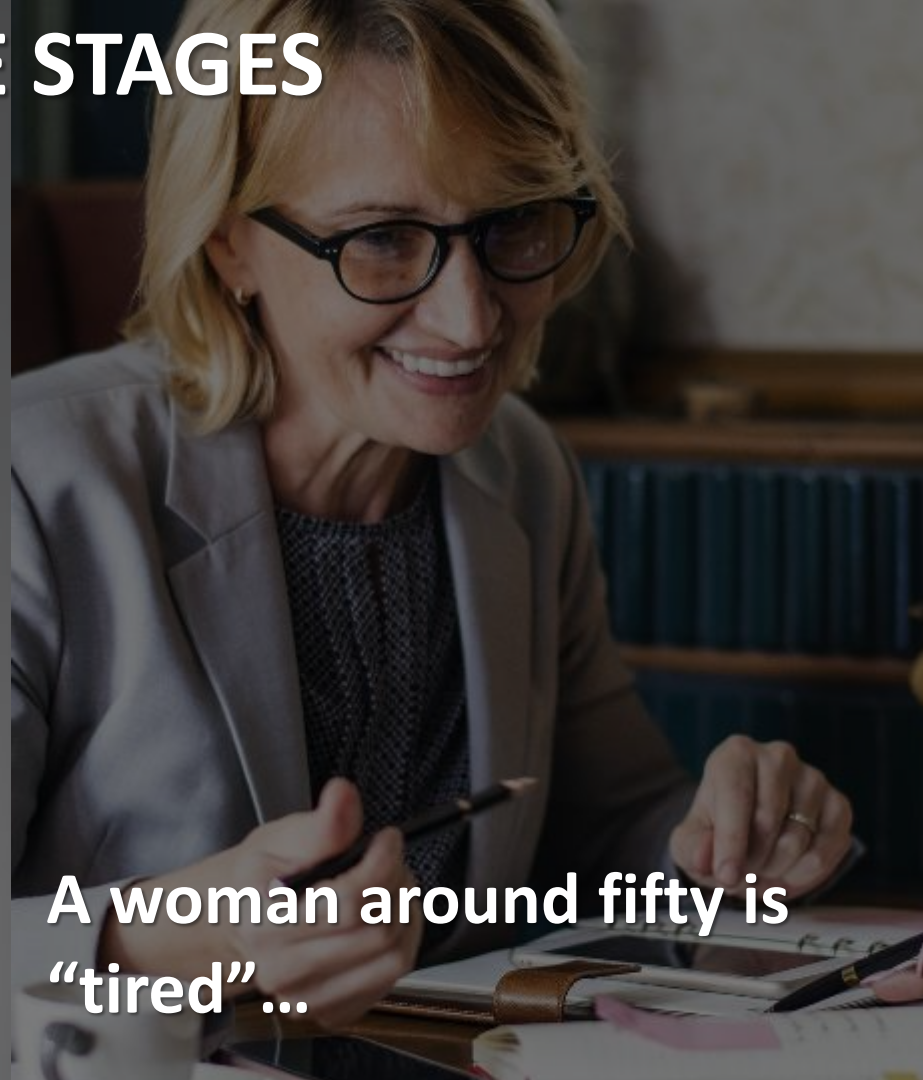
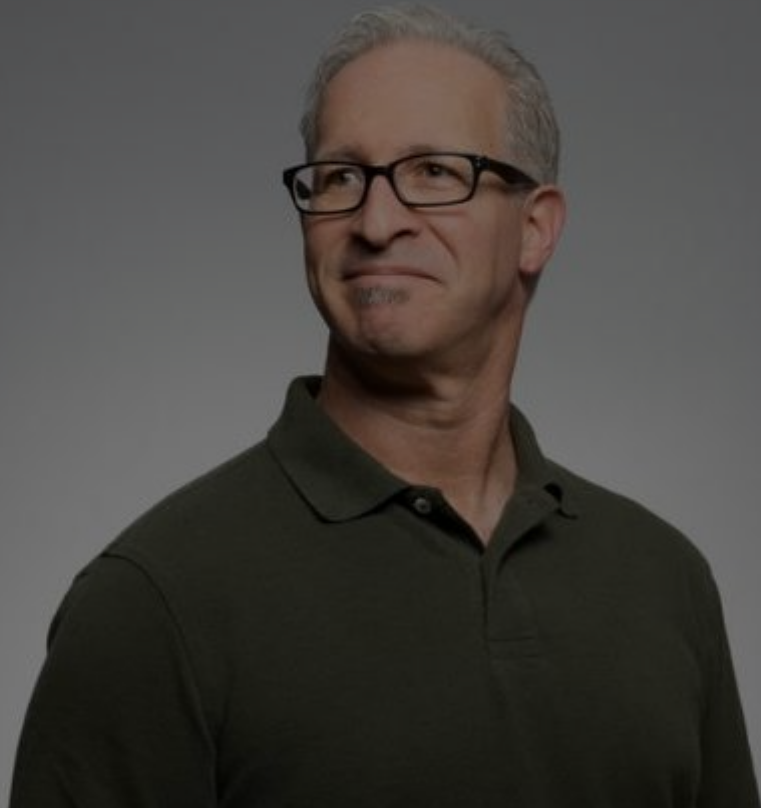
# THE CHALLENGE OF LIFES STAGES



You can only do well at one thing at a time  
Either a boss Or a mom

# THE CHALLENGE OF LIFE STAGES

A man around fifty is mature



A woman around fifty is  
“tired” ...

# THE CHALLENGE OF LIFE LOADS

Men are proud to walk a single  
track path of success

But women who do so are  
missing on life roles



# THE CHALLENGE OF TOUGHNESS

A close-up photograph of a woman's clenched fist, pointing towards the viewer. She is wearing a gold ring on her ring finger that has the words "I AM BADASS" engraved on it. The background is a blurred image of the same woman, creating a sense of depth and focus on the fist.

**BUT women are expected to outprove men on toughness  
to be perceived as great decision makers**

# THE CHALLENGE OF VISIBILITY

Talent unseen

Charisma covered

# THE CHALLENGE OF VISIBILITY

Women lag behind in networking, creating alliances,  
and claiming the floor

Their social light is weaker, to earn private time at home

# THERE IS FEMALE ADDED VALUE

A woman with red nail polish and a ring is typing on a silver laptop. She is wearing a pink and white checkered shirt. The background is dark and textured.

**Women are valued for being:**

**Excellent organizers**

**Multi taskers**

**Elegant thinkers**

**Great problem solvers**

**Committed**

**Responsive**

**Creative**

# **BUT THERE IS ALSO FEMALE SUBTRACTED VALUE**

**Creating unconscious bias**

**Women are also thought to be:**

**Weaker in handling crises**

**Overly emotional**

**Often over reacting**

**Not keeping their cool**

# THE CHALLENGE OF THE HEROINE'S JOURNEY

... towards hitting BIG 50



# THE CHALLENGE OF THE HEROINE'S JOURNEY

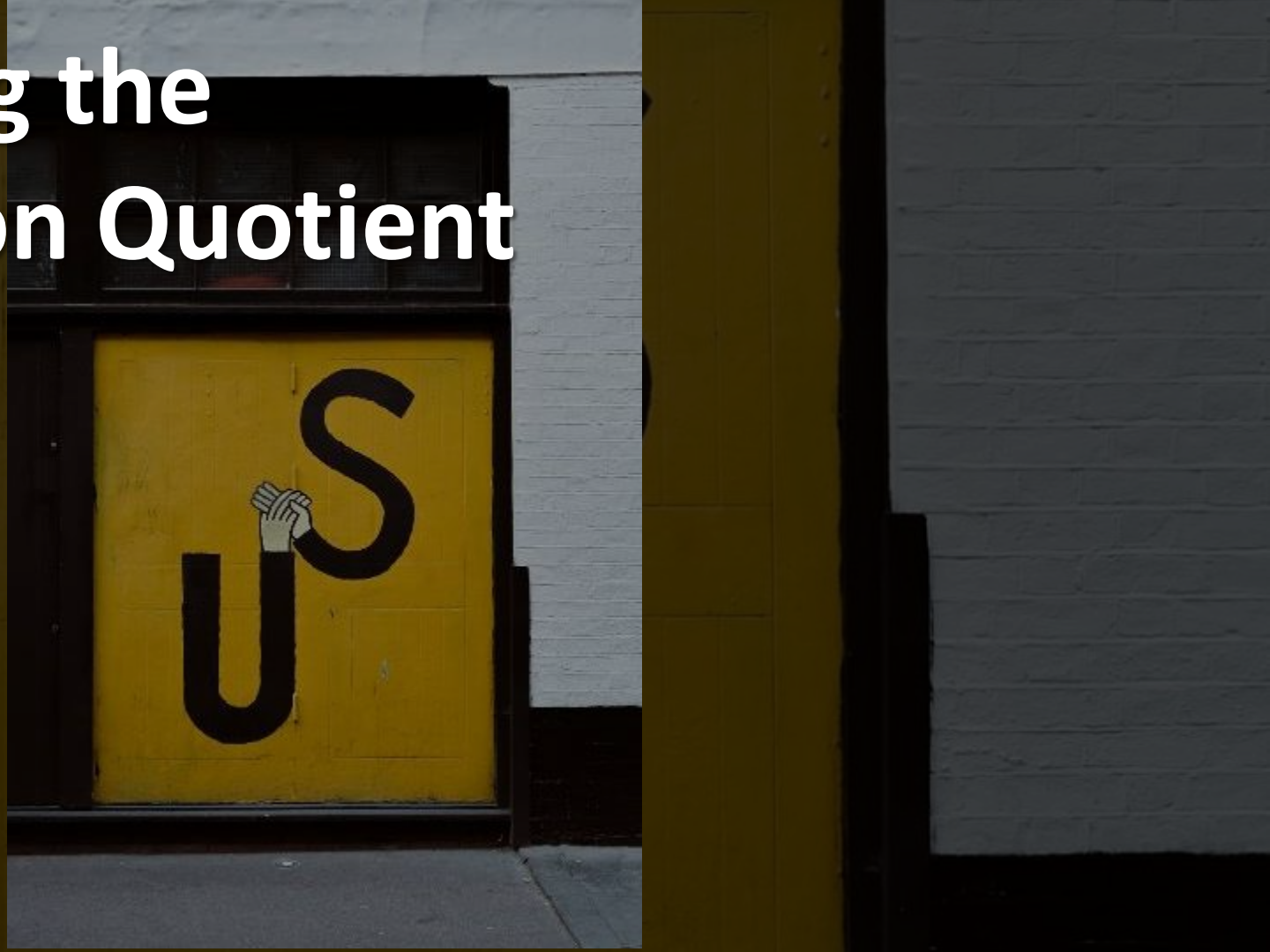
Wrinkles have a gender interpretation

In men they "speak out" experience  
In women they "speak out" expiry



**From E.Q.  
To I.Q.**

# Building the Inclusion Quotient



A woman with long brown hair, wearing a black and white sleeveless dress and a multi-strand necklace, is smiling and looking towards another woman whose back is to the camera. The background is a bright, out-of-focus interior space with large windows.

**Holding ourselves accountable**



**Building our own Belonging Skill Set  
and sharing it as role models**

A stylized, colorful illustration of two hands holding a globe. The hands are rendered in a blocky, cartoonish style with thick black outlines. The left hand is positioned at the bottom, with the thumb pointing upwards. The right hand is positioned at the top, with the fingers curled around the globe. The globe itself is composed of various colored segments: teal, yellow, orange, and red. The background is a solid light blue color.

**Being open to divergent thinking and  
inclusive mindsets**

**...that create exponential results and valued social  
capital for those who follow**