

Getting Women on to Corporate Boards

A Snowball Starting in Norway

Edited by

Silke Machold

University of Wolverhampton, UK

Morten Huse

*University of Witten/Herdecke, Germany and
BI Norwegian Business School, Norway*

Katrin Hansen

Westfälische Hochschule, Germany

Marina Brogi

Sapienza University of Rome, Italy

Edward Elgar

Cheltenham, UK • Northampton, MA, USA

I

Contents

<i>List of contributors</i>	viii
<i>Acknowledgements</i>	xv
Introduction	1
<i>Morten Huse and Marina Brogi</i>	
PART I THE NORWEGIAN POLITICAL BACKGROUND	
1. The political process behind the gender balance law	9
<i>Morten Huse</i>	
2. Women on board	17
<i>Laila Davøy</i>	
3. Women mean business: why and how Norway legislated gender balance on the boards of listed companies	21
<i>Kirsti Bergstø</i>	
4. Concluding remarks to Part I	24
<i>Morten Huse</i>	
PART II NORWEGIAN AND INTERNATIONAL ADVOCACY	
5. Institutionalizing women's representation on boards: an introduction to the advocacy movement	27
<i>Silke Machold</i>	
6. Competence at board level: the Norwegian case	37
<i>Elbjørg Gui Standal</i>	
7. Professionalizing boards: the work of the Professional Boards Forum	40
<i>Elin Hurvenes</i>	
8. The Swiss case of women on boards of directors	46
<i>Christine Wetli</i>	
9. Boards and role models for supporting the climb upwards: Italy and Women Corporate Directors (WCD)	52
<i>Cristina Finocchi Mahne</i>	

10. Research and considerations regarding women on boards ; <i>Heather Foust-Cummings</i>	60
11. Concluding remarks to Part II <i>Silke Machold</i>	64
PART III NORWEGIAN BOARD MEMBERS: STORIES FROM THE FIELD	
12. Characteristics and background of the Norwegian women directors <i>Morten Huse</i>	69
13. Stories from four Norwegian multi-board women <i>Nini H0egh Nergaard, Merete Liitken, Thorhild Widvey, Ingvild Ragna Myhre and Morten Huse</i>	78
14. Concluding remarks to Part III <i>Morten Huse</i>	94
PART IV LESSONS FROM RESEARCH ON GENDER ON BOARDS	
15. Women on boards: what we know, what we do not yet know and how we should further advance knowledge <i>Katrin Hansen</i>	101
16. Women on boards: the United States in a global comparison <i>Dorothy Perrin Moore</i>	113
17. Consequences of the Norwegian gender quota regulation for public limited company boards <i>Vibeke Heidenreich</i>	119
18. Women directors and corporate innovation: a critical mass perspective <i>Mariateresa Torchia</i>	126
19. Gender-balanced corporate boards <i>Agnes Bols0, Hilde Bj0rkhaug and Siri 0ysleb0 S0rensen</i>	136
20. Gender quotas on corporate boards in Norway, necessary but not ideal <i>Cathrine Seierstad</i>	138
21. Legitimacy, inclusion and influence: investigating women directors' board experiences <i>Gro Ladegard</i>	147
22. Lessons from previous research on women on boards for future research <i>Andrea D. Biihrmann</i>	155

23. Concluding remarks to Part IV <i>Katrin Hansen</i>	161
PART V POLICY IMPLICATIONS AT THE INTERNATIONAL LEVEL	
24. Policy approaches to gender diversity on boards: an introduction to characteristics and determinants <i>Silke Machold and Katrin Hansen</i>	167
25. Women on boards: lessons learnt from Norway <i>Monika Schulz-Strelow</i>	179
26. Professionalization on the supervisory board, diversity and women <i>Daniela Weber-Rey</i>	184
21. Italy's lessons learnt from Norway <i>Marina Brogi</i>	187
28. Women on boards in the UK: accelerating the pace of change? <i>Ruth Sealy and Susan Vinnicombe</i>	191
29. Winning the board game: Europe's economy needs more women in business <i>Viviane Reding</i>	201
30. Concluding remarks to Part V <i>Katrin Hansen and Silke Machold</i>	210
Conclusions <i>Katrin Hansen and Silke Machold</i>	215
<i>Index</i>	225