

What We Need to Do to Have More Women Reach Operational Leadership

Opening Keynote | Tanya Cambetis

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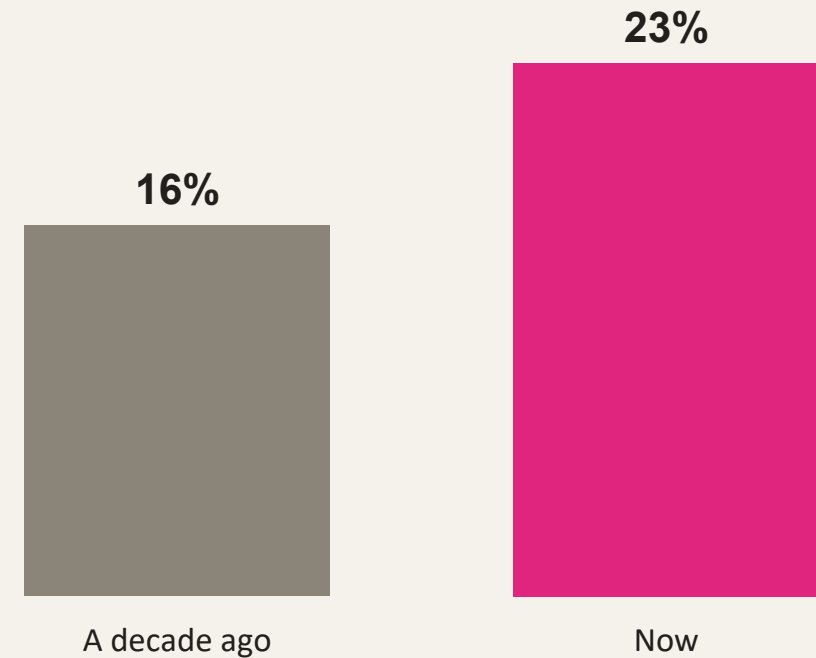
*...she should ask her husband what to wear, and
make sure she wore nice shoes.*

FROM THE STAGE, 2018 WOMEN IN LEADERSHIP QUEENSLAND SUMMIT

WHERE THE GAP ACTUALLY LIVES

23%

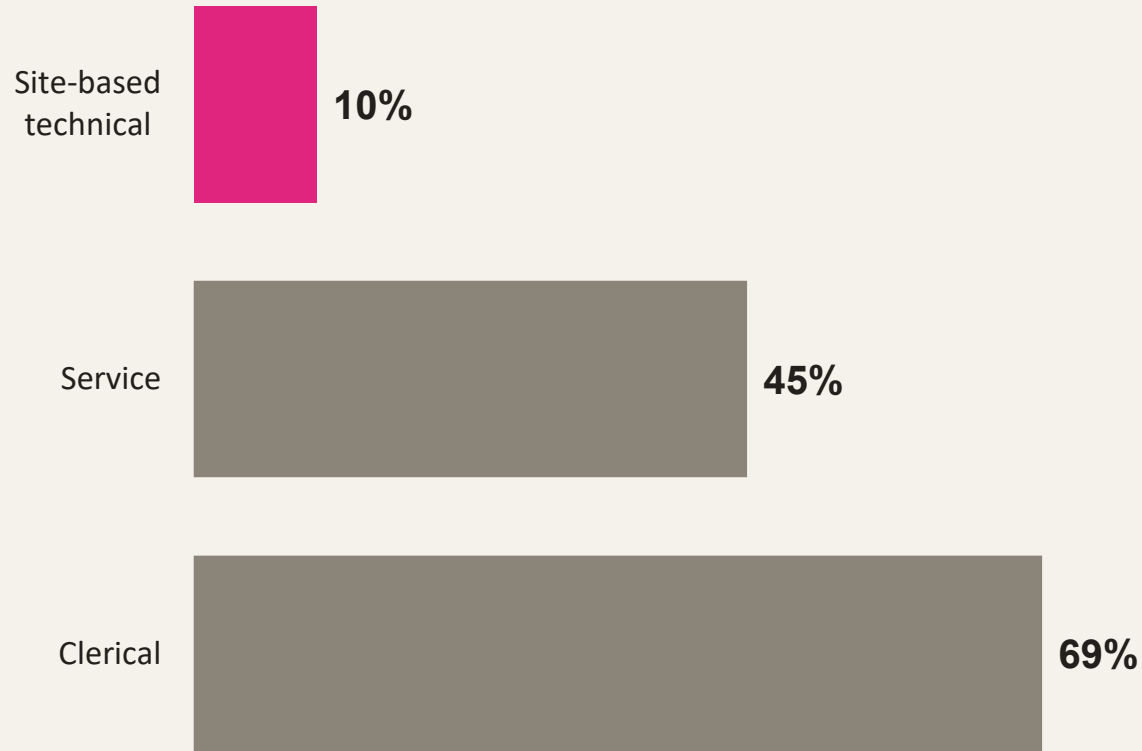
of the mining workforce nationally, now
up from 16% a decade ago



Getting in isn't the fight it used to be.

WHERE THE GAP ACTUALLY LIVES

Where the Real Number Lives



Nobody publishes the number that actually matters.

AusIMM: women hold 15–20% of all on-site roles

Best estimate: roughly one in ten women run a mine, or fewer

BHP South Flank: four of six senior managers are women — the exception, not the rule



From Jewellery to High Vis

Managing a jewellery store. Four kids under nine. \$2,500 a month in childcare, clearing \$2,800.



Finishing the Leadership Program

Twelve of us. Eleven boys went into supervisor or specialist roles. I got sent to contract management.

Who Gets Tapped on the Shoulder

MOST OFTEN

Tapped again and again for the next stretch, the next project, the next “have you thought about.”

MORE OFTEN

Quietly builds toward every piece of experience she's decided she needs, before she even feels entitled to ask.

WHAT ACTUALLY GETS WOMEN INTO THESE ROLES

Sponsorship: spending your own credibility putting someone's name in a room she's not in.



DAVID BICKERTON, WHO SPONSORED ME AT DIDIPIO

Ask her, properly. Don't decide for her. Don't let one no be the final word.

The roles don't get softer. Who gets asked again does.



From Mount Isa to Didipio

Said no three times. *Bec*: "If you don't take it, you will regret it for the rest of your life."

IMPOSTER SYNDROME

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Everyone else in the room already knows something you don't, and it's only a matter of time before they work it out.

Every woman I've ever mentored has heard that voice.

What This Actually Asks of You

01

**Start looking
one level lower.**

Who's on the tools, wanting more, with
nobody building a path for her.

02

**Sponsor deliberately,
not accidentally.**

Notice who you're doing that for, and
just as importantly, who you're not.

03

**Stop reading hesitation
as incapability.**

Confidence is loud. Capability is often
quiet. Don't let one no be forever.

You're going to get here because a handful of people, in ordinary moments, decided you were worth a conversation.

Have the conversation.

Thank you.