

Michelle Doolan - CPEng NER | CAPT

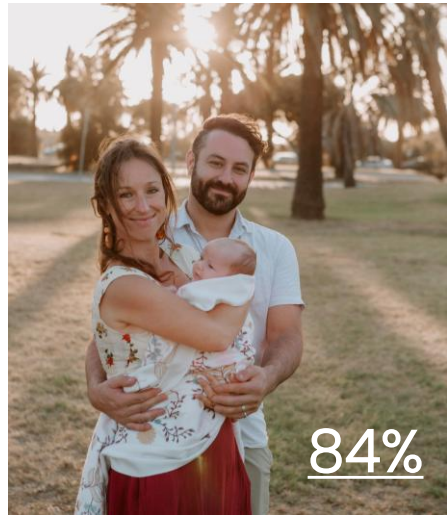
# HOW CAN WE BUILD SUCCESS IN A MALE DOMINATED INDUSTRY?

# ABOUT ME

Hello, I'm Michelle Doolan

- Engineering Manager
- Track Engineering SME
- Captain – Australian Army Reserves
- Qualified Scuba Diving instructor and Technical Scuba Diver
- Mother
- Avid traveler & explorer
- Coffee snob/ wine snob
- Optimistic Cynic





CHALLENGING AND  
UPENDING  
TRADITIONAL  
CAREER NARRATIVES

# DON'T LET THE STEREOTYPE WIN

Our past isn't the same – why  
should our future be?

Celebrate our differences and let  
them shine.

Choose your own adventure

*'The rest is still unwritten'*



# ADVOCATE FOR STRUCTURAL CHANGE

## Flexible work policies

Normalise. And don't make assumptions.

## Pay equity and transparency

Talking about pay, shouldn't be taboo

## Parental leave and parenting

Equality is a two-way street





# START 'EM YOUNG

- Educational campaigns  
Schools outreach programs
- Representation in media  
You can't be what you can't see
- Remove bias from childhood  
Allow them to choose

*Change takes time*

“ONLY THOSE WHO RISK  
GOING TOO FAR CAN  
POSSIBLY FIND OUT HOW FAR  
THEY CAN GO.”

T.S Eliot

GOALS THAT  
PRIORITISE IMPACT,  
GROWTH AND  
AUTHENTICITY OVER  
CONFORMITY

# THE ROLE MODEL TRAP – BUILD YOUR OWN IDOL

Identify what you find inspiring

Work ethic? Demeanor? Capabilities?

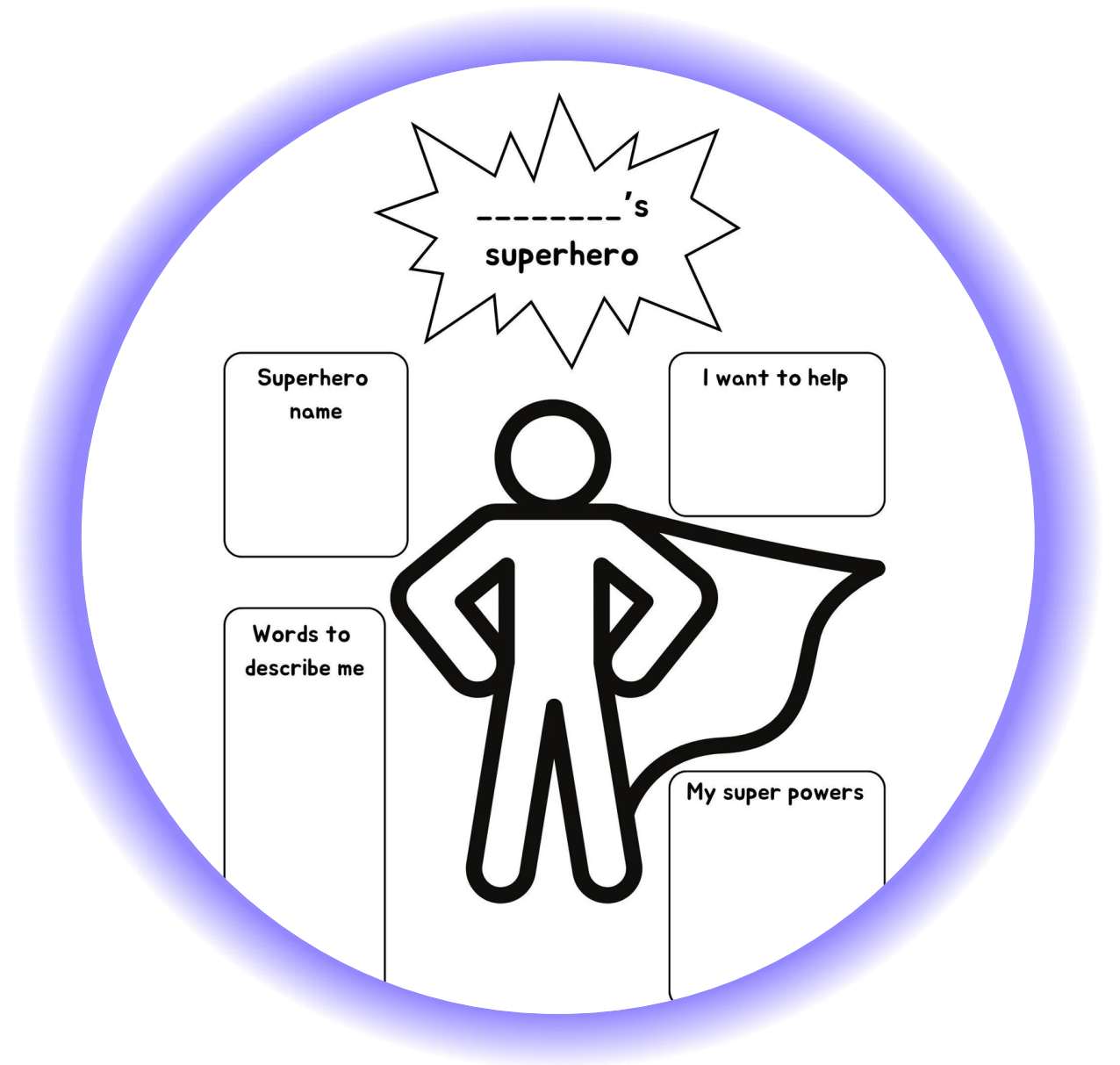
Knowledge? Resilience?

Identify what you DON'T find inspiring

All eggs in one basket? All work no play?

Document. Edit. Amend. Redirect

This is YOUR life and YOUR career





# TIME OFF IS NOT TIME WASTED

Take a career break. Purchase extra leave.

Perspective is important. Time is important. Your career is a marathon – not a sprint.

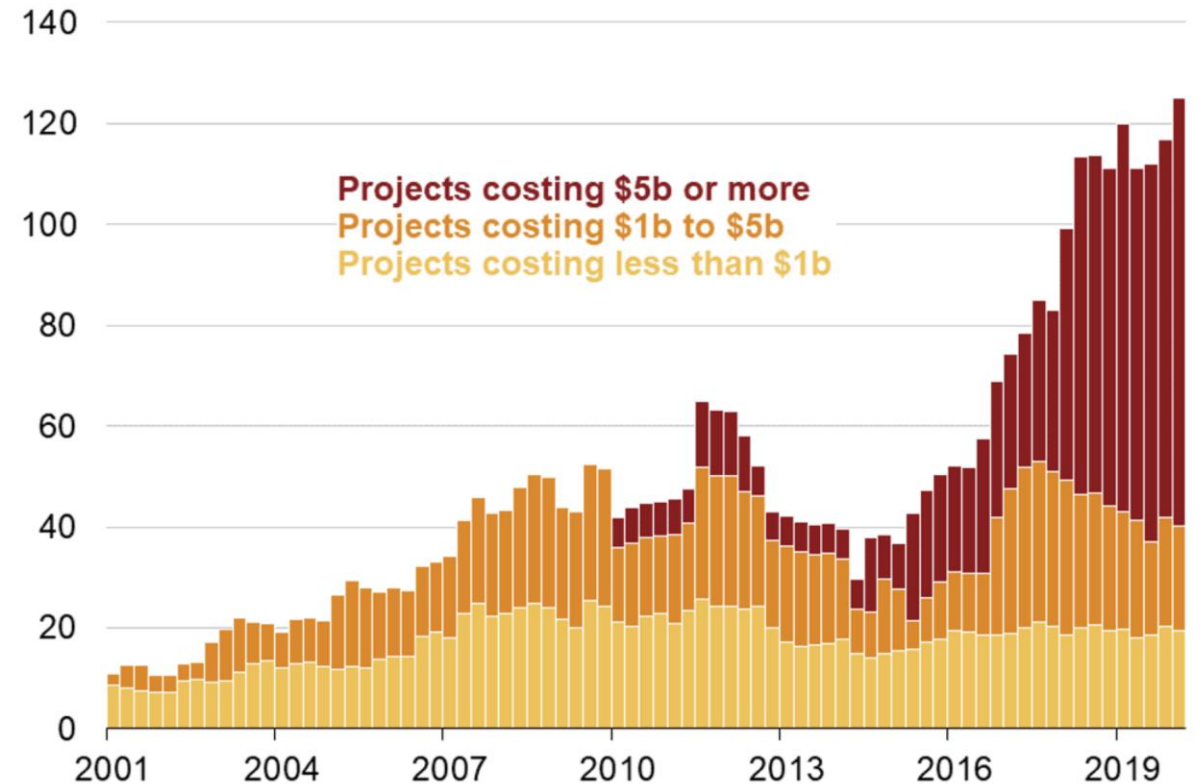
# IDENTIFY YOUR VALUES. LIMIT YOUR SACRIFICES

- Only 9% of projects are under their initially announced budget  
The missed school play? The missed weekend with the girls? That dinner date skipped? Did it make a difference?
- Compromises are a part of life  
But remember to check in. Is it the new expected? Is it the norm? Is it worth it?

## All the growth in public road and rail infrastructure work is in megaprojects

GRATTAN  
Institute

Expected cost of projects under construction, \$2020 billion



Note: Includes all public road and rail projects costing more than \$20 million.  
Source: Grattan analysis of Deloitte Access Economics Investment Monitor.

NOT EVERYONE IS GOING TO  
LIKE YOU. THE SOONER YOU  
EMBRACE THAT - THE  
BETTER YOU'LL FEEL

-Anon

OVERCOMING GENDER  
DISPARITY AND A  
MASCULINITY CULTURE  
TO DRIVE TRUE  
DIVERSITY, EQUITY,  
INCLUSION

# CALL IT OUT

A poor culture thrives where bad behaviour is left unchecked

# SPONSOR WOMEN LIKE YOU WOULD SPONSOR MEN

Mentorship and development

Find someone outside of the day job to guide you

Organisations – don't just put women in charge. Support them

The more someone stands out – the more they are scrutinized. Only clear, transparent and noticeable support from the business will address this and shield them



# ADVOCACY IS A TWO- WAY STREET

Encouraging and enabling men to pursue non-traditional roles is also important

# CREATE YOUR VILLAGE

You may not realise you need it....

But connecting with the girls can give you the sanity check you need

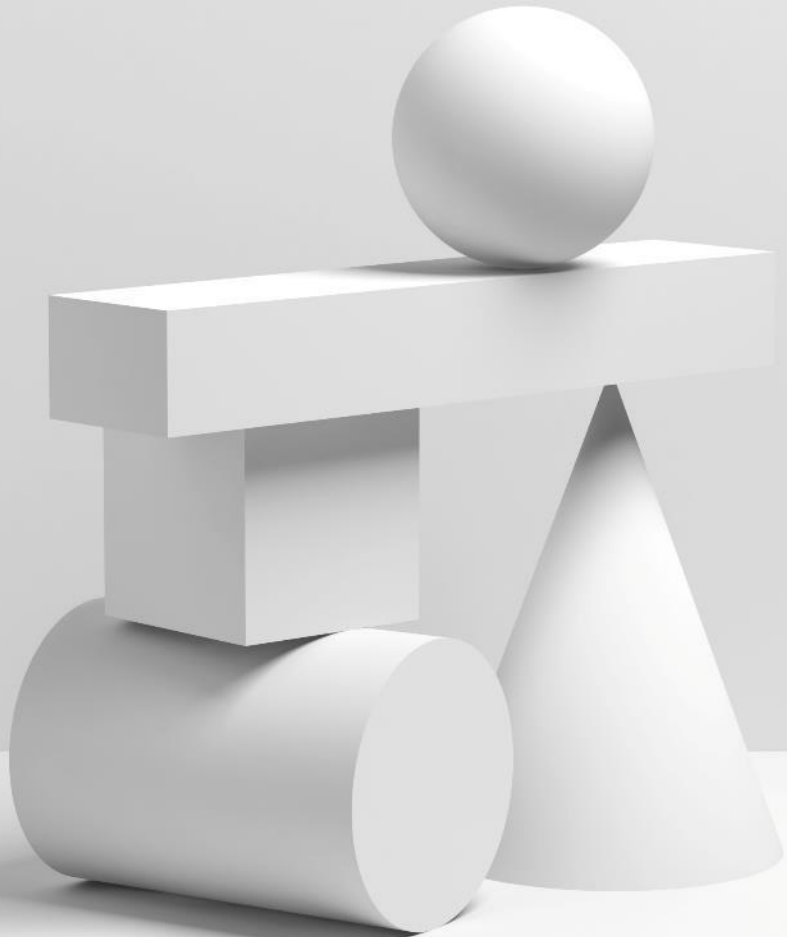
**You can't fight masculinity**

...with adopted masculinity



**IS IT REALLY SUCCESS...**  
**...IF YOU'RE THE ONLY ONE**  
**AT THE TOP?**

-Michelle



Q & A

Thank you