



BEST PRACTICES in GENDER PARTNERSHIP

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I. Advice and Best Practices from Our Awardees

FROM THIS YEAR'S "GUYS WHO GET IT"

STEPHEN DUNMORE, CEO Schools, North America Sodexo Inc.

Sodexo ensures that its clients ----- corporate and government employees, healthcare patients and providers, students and faculty, sports and leisure venue attendees, retirees and others ----- have access to nutritious meals, healthy and productive environments, and healthy lifestyles.

When Sodexo looked at the strength of its teams, it validated that when you have teams with 40-60% women, they perform better. So, we have quantitative data on this, and it helps provide a business case for those who need a little more convincing that gender equality not just right thing to do, but also good business.

Sometimes you hit organizational barriers or challenges when advocating for women to get stretch assignments or promotions. The biggest barrier is in human nature. People tend to gravitate towards things they can relate to, people who look and act like them. When advocating for a woman, this

tendency makes it that much more important that you get the decision-maker to understand the potential you see in the woman and why she is the best candidate for the position.

Another thing that is important is that sometimes women are not as vocal in male-dominated environments. As a leader, it is your responsibility to make sure that they have a voice and you spotlight on them in a positive way. When you do so, you are also modeling this behavior for other men.

You need to ensure that you have more gender-balanced teams. Adding women to your team to make this happen should not be perceived as a risk but as good business. It's well documented that gender balanced teams perform better.

Actually, I think this goes beyond supporting gender balance: In the workplace, it is leadership. When you think about the core leadership that has courage to do the right thing, you must have courage to make the right call. The best leaders I have worked for have looked at diversity as extremely important and recognized individuals who are being courageous and getting results.

BILL FITZSIMMONS, EVP, Global Regulatory Affairs, Clinical and Research Quality Assurance, Astellas
Astellas Pharma is a Fortune 500 company ranked at number 115 on Forbes' 2016 list of 500 Best Employers.

When male supervisors want to step up, I tell them they need to know there are differences in how male and female employees act. They need to support female supervisees and nudge them when these women think they are inadequate for new assignments or can't do the job. Male supervisors tend not to press the women – they say, "I tried" or "I asked if she wanted job, but she said no." We need them to help show women that there may be ways to juggle work and life to make a more responsible job work for them. We shouldn't force them, but listen to them and talk with them.

As to executives, I tell them they need to sponsor, not just mentor, women. This needs to be to be an obligation. These executives have been given lots of privileges, and this is a way to give back.

I also show male leaders the metrics. We are a data-driven organization. Guys respond to data – put metrics in front of them and it works.

For our women, our best practice has been creating the annual Women in Action conference. It is a big event and creates an awareness and motivation that is continuing. It is a wakeup call for everyone. It is also a big investment, but a great way to continue the momentum of waking all of us up to gender equality.

RICK KING, EVP and Chief Information Officer, Thomson Reuters
Thomson Reuters is a multinational mass media and information firm.

One of the barriers to hiring talented women is people's sense of what it means when you say you work in technology. Far too often that statement leads one to think of someone who has not showered, sleeps under his desk, and is anti-social. In order for us to fix the gender imbalance problem, that "brand" has to change. It is more acceptable to men than it is to women. Not too many women would like to be called "ninja programmers." You can get rejection from likely applicants from the get-go – as early as junior high.

It's hard to not be critical of this "brand," but you can't be a little boy's club. I'm actually hesitant to make this point as a lot of our competitors in Silicon Valley operate this way. It is almost a point of honor with them.

Also, for good performers, we need to make adjustments to keep them in the workforce. For example, there was a woman who worked with me who was the single mom of several kids. Then she married someone who also worked for me. She was a good performer and went on to take the CTO role in one of our business units. She came back to me at one point and said she was going to have to quit. I asked why.

She explained, "I can't put what I should into my job and put in what I need to put into my home. My kids are suffering. I can't do both of these jobs and I need to choose my kids." I asked if we could explore other alternatives. She said she did not see any other option. I asked her if I could take some time to think about this.

I wondered, What about a part-time job with us outside of technology? I spoke with other people and came up with a job in human resources that had part-time nature to it and some work-from-home capability. I spoke to her about it and she ended up taking the job. She stayed there awhile and eventually got back into our technology work.

The outcome was that I could help someone to balance her life, and she helped me to see the situations that people face. People are reluctant to share this kind of information, but it worked out well for both of us that she did.

ANTONIO LUCIO, Global Chief Marketing & Communications Officer, HP Inc.

HP Inc. (also known as HP) develops and provides hardware, such as personal computers and printers.

For me, setting the agenda for a balanced global marketing organization started with ensuring that we had a diverse slate of candidates. Even our own recruiting team, both internal and our recruiting partners, often defaulted to traditional sources to identify and find talent. So, I had to push the team, multiple times, to really work hard to reinvent how they were identifying candidates. It took a lot of effort to change our culture of recruiting. The female talent was there, but we needed to go about identifying it in new ways.

For the first time, HP now has a gender-balanced and representative marketing leadership team. And to be clear, these new leaders are not there because they are women. They are there because they are the best marketers in the industry. And we've now extended the change we're driving by requiring our agency partners to increase the number of women in leadership roles in their own businesses. We are reinventing our entire marketing organization, and our global agency network, and these are the leaders that are driving the reinvention.

If I were advising a male leader who wants to step up even further in his advocacy for Gender Partnership, I would tell them three things.

- First, diversity is a business imperative as much as it is a values issue. Organizations representative of the diverse communities they serve lead to more insight, more innovation, and better results.

- Second, achieving gender equality requires organizational commitment, specific action plans, and measurable accountability.
- And third, the best way to start is to ensure that any new job is mapped to a gender-balanced pool of candidates.

JOHN SIMON, EVP, Corporate Services & Human Resources, PG&E Corporation

PG&E Corporation is the parent company of Pacific Gas and Electric Company. It is headquartered in San Francisco.

We know it is important for companies to have diverse populations, and this means that women and people of diversity need to be placed in high levels of leadership so others can see them in those positions. To break the glass ceiling, you need to feed the organization with people with different backgrounds. Then we need to grow and promote them so we have more senior leadership that reflects this diversity. Without this, it is hard to make changes.

At PG&E, the company created an ecosystem of support to promote diverse leadership. Employee Resource Groups are the most important part as they empower groups that want to have a voice. They enable them to speak up and be heard.

We can have policies and commercials about women being treated well at our company, but there are a lot of mechanics behind making sure that women are hired, promoted, and paid at rates similar to men’s. You have to shepherd your talent and know your numbers. Know the data: what percentage of women you have at various levels and what they are paid. We are working on tracking that data.

Data can be the context for the gender equality movement. It can show us what needs to change. Unfortunately, people are afraid of data – they are afraid we will set quotas. But if we don’t know where we are, diversity is not going to happen. We should know what a “good” level of diversity looks like. At PG&E we are on our way. We look at the data on female engineers in our workforce, for example, and compare that to the market so we can be sure we are on a par with it.

I would tell all male leaders to really know the data about diversity, understand your reality, and set goals to close gaps. You may need to make changes to recruiting practices. For example, make sure when interviewing for positions that you have equal men and women interviewees. This can take time and you need patience. You might even need to relax your requirements. Talent review needs to be about the quality of the people. At PG&E, we really tried to define this and incorporate it into our recruiting practices. Our next CEO is an internal promotion of a high-performing female. We have instituted talent reviews with senior people and discuss talent. Don’t go it alone ----- the whole leadership owns this.

Our Best Practices:

- ☐ Our talent review process: Fifteen top senior people gather to discuss promotions, hires, and our leadership program. Without a collective talent review like this, it is really hard to make changes happen.
- ☐ Insist on a balanced interview process with an equal number of women, men and diverse candidates.
- ☐ Enhance family leave. Provide it not just for women but also for men so they can take sufficient time off.

FROM THIS YEAR'S "HONORABLE GUYS"

ROBERT BAKER, Senior Partner, Global Client Director, Mercer

Mercer is the world's largest human resources consulting firm, with offices in 40 countries.

Overview of Mercer's Engaging Men Best Practices

- ☐ Secure Executive Level Support and Sponsor for Engaging Men Program
- ☐ Get senior men sponsoring/mentoring women and promoting them actively (e.g., as speakers, bloggers, etc.)
- Rebrand the women's network as gender neutral (e.g., Mercer UK calls theirs The Vine)
- Focus the agenda on business issues and personal development, not "women's issues"
- ☐ Publicize internally the data and targets for female employment ratios
- ☐ Held *Gender Balance* sessions around the organization to explore the issues
- ☐ Highlight to men how they can support gender equality (practical steps)
- Emphasize the benefits of engaging/participating for men's own personal benefit
- Get male allies to advocate to men who haven't yet "bought in"

What We Want Our Men at Mercer to Do

- ☐ Understand the business case for diversity
- ☐ Be aware of their own biases
- ☐ Lead by example
- ☐ Support a diverse talent pool
- ☐ Sponsor/mentor female talent
- ☐ Undertake gender bias training
- ☐ Support a diverse talent pool
- ☐ Speak up and engage other men

PAUL DAUGHERTY, Chief Technology & Innovation Officer, Accenture

Accenture is a global professional services company that provides a range of strategy, consulting, digital, tech, and operations services and solutions.

Accenture's Best Practices

1) Know the facts around the gender gap and use your influence to spark action.

We need more girls and women on fire about technology careers. [New research](#) from Accenture and [Girls Who Code](#) shows that the gender imbalance in technology is actually getting worse. Today, just 24 percent of the U.S. computing workforce is female, down from 37 percent in 1994. And if we stay on the current course, the proportion of women in computing will fall to 22 percent by 2025.

This is simply unacceptable. All of us ----- educators, business and technology leaders, and parents --- need to take action to ensure that a significantly higher percentage of girls enter technology-related fields.

In an era where we have just 40,000 computer science graduates to fill 500,000 open positions in the U.S., our leadership in the digital economy is at risk. When it comes right down to it, cracking the code on the gender gap is a business imperative.

If we get this right, our research shows we could triple the number of women in computing to 39 percent by 2025. By working together across schools, businesses, governments and not-for-profits, we can unlock the potential of a large pool of female talent to not only become part of the computing workforce of the future – but to be leaders of it.

Read our research for more on the actions and to think about ways you can get involved in your local community. Thanks to [Reshma Saujani](#) and [Girls Who Code](#) for partnering on this research, and for the amazing work they are doing!

Let's light fires together around the world to close the gender gap in technology.

2) Be an advocate and invest to make a difference.

I am a passionate advocate for gender equality in the workplace and sponsoring STEM-related inclusion and diversity initiatives both inside and outside of Accenture. Accenture is committed to addressing the gender and diversity gap in computing as we proactively team with our colleagues, clients, and communities to make a change for the better.

We have strong and meaningful relationships with organizations like the Anita Borg Institute—both as a Pioneering partner and as a Platinum sponsor of the Grace Hopper Celebration of Women in Computing. We partner with leading organizations like Girls Who Code, STEMettes, Code.org and Women Who Code to inspire the next generation of women to pursue careers in tech.

CARDINAL HEATH AT HOME – PRESIDENT STEVE MASON

Cardinal Health at Home provides medical supplies to patients in the home. It is part of the Medical segment at Cardinal Health, which was #21 on the Fortune 50 for 2016.

- 1) Make sure everyone in your organization has an opportunity to reach their fullest potential –**
We created a development program where warehouse employees could spend time with office employees to understand the nuances of their jobs. The intent was to tap into the diverse talent working in the warehouse and provide them a new opportunity that they traditionally might not have had visibility into.

The program started with 12 employees who shadowed customer service, finance and sales staff. Of the 12 employees who began the program, eight successfully moved from the warehouse to the office. Their warehouse experience helps them participate in a new and different way with the company and add a different type of value.

- 2) Listen with both ears to what is happening in your organization and make sure your support for diversity is felt –** In my first 100 days at Cardinal Health at Home, I was very vocal about the importance of greater diversity, especially at the leadership levels of our organization. I supported the efforts to create a local Diversity & Inclusion Council and expand both Sponsorship and Mentoring. I believe that diversity and inclusion are about getting the best from people. If we all strive for an environment where employees feel comfortable and

encouraged to share their ideas, employees will feel more valued and the company will gain innovation. We must include everyone and ensure they have a seat at the table.

ULF SCHNEIDER, PhD, Executive Advisor, PAREXEL

Parexel strives to be the premier provider to the biopharmaceutical and medical device industries for the development and commercialization of new medical therapies worldwide.

1) Launch Gender Partnership work in your company

Establish an internal committee or task force so this work is being addressed with goals and metrics. This committee should also have representation from senior management.

Provide gender representation data so that leadership and this committee have visibility to the current state and the desired state. This also enables progress to be tracked.

- 2) Get involved by serving in external diversity & inclusion-focused organizations** such as Catalyst, the Healthcare Businesswomen's Association, etc., to learn other organizations' best practices and support others in this work. For example, I serve on the Catalyst Board of Directors in Europe. I have also begun to share some of my learnings on social media.
- 3) Support women's leadership** and create opportunities for women's development. For example, I've been supporting the launch of the Women in Leadership Development programs at our company. We have programs at different levels that allow women the opportunity for development, mentoring, coaching and sponsorship.
- 4) Find opportunities to engage men as diversity & inclusion champions** in this work and so that they can also identify where they each are in this inclusion journey. For example, we partnered with Catalyst to offer their MARC leaders workshops, called Men Advocating for Real Change. These are two-day trainings to help men become partners in change. It is an uplifting experience that also allows men to "get it" and begin or continue supporting women leaders. Some of participants take action after the course by becoming involved in diversity & inclusion programs, serving as mentors, or coaches, etc.
- 5) Attend external conferences and other events** to continue your own education about Gender Partnership.
- 6) Become a voice for change.** Listen, learn, and use your voice to advocate for Gender Partnership and equality. This is not easy work. Be persistent and don't give up. Be relentless!

JORGE TITINGER, PRESIDENT, CHIEF EXECUTIVE OFFICER AND BOARD MEMBER, SGI

SGI (Silicon Graphics International Corp.) is a trusted leader in high-performance computing.

As with anything related to culture in a company, the desired behaviors and practices must start at the top. The senior executives must lead by example.

One of the practices I put in place when looking to fill senior positions was to insist that the company had a slate of candidates that was half male, half female. This way the selection process could truly be a

meritocracy. As a result, we have several women in senior leadership positions. This practice carried on to board member selection, and last year our board added two female board members.

Another best practice was to design the interviewing process in a way that minimized biases (gender, race, religion, etc.). I put in place interview teams that were diverse. The teams interviewed not only for "technical" fit, but also for cultural fit. They looked at the candidate's capabilities in areas like teamwork, leadership, EQ (Emotional Intelligence), etc. Then we measured and reported on how well this approach was working from a diversity perspective during all business reviews, so everybody knew it was important.

We do not have an office of diversity and inclusion because I want the whole organization to understand "we just practice it." I felt that making it a way of doing business was better than making it a "function."

TIM ZANNI, Global and U.S. Technology Sector Leader, KPMG LLP

KPMG is a worldwide company that provides audit, tax and advisory services.

- 1) Encourage behavior at an early age that will contribute to gender equity. For example, I start my four daughters off every day saying, "Be great, learn a lot, and be a leader."
- 2) Take an action that produces a quantifiable result. I founded a Building a Diverse Board initiative to help identify and prepare women who would like to become board members.
- 3) Be a proactive facilitator and help connect the dots. Leverage your network to introduce women to executives who can help open the door to new opportunities.

II. WHY DO IT

UNDERSTANDING THE NEED FOR AND BENEFITS OF GENDER PARTNERSHIP

How CEOs Can Put Gender Balance on the Agenda at Their Companies, post on Harvard Business Review by Avivah Wittenberg-Cox.

"The real business opportunity lies in enhanced customer and stakeholder centricity... (Gender) balance is necessary if you want to access untapped market spaces, retain top talent, and get a competitive edge over competitors." CEOs need to "personally understand why it's such an important issue — for your workforce and for your customers." A short, comprehensive read.

<http://ow.ly/vMkl306Jzb6>

Women in the Workplace: A Research Roundup, article by the Harvard Business Review staff

"We all expect to be judged on our merits at work—to be recognized for our accomplishments and our unique talents, insights, and efforts. But does that actually happen?"

<http://bit.ly/HBR092013>

Morgan StanleyVoice: Why It Pays to Invest in Gender Diversity, report from Morgan Stanley's Sustainable + Responsible Investment and Global Quantitative Research teams

"Moving the debate from the theoretical and into the empirical, [our] have collected and analyzed data from around the world, and created a proprietary gender-diversity framework for ranking more than 1,600 stocks globally. This new approach demonstrates... that a persuasive argument for diversity and equality can be anchored to the bottom line, where ensuring that more women are working and leading in the workplace is simply good business, especially for investors who not only care about the ethics, but also want returns." <http://mgstn.ly/2jaiVtI>

A Gender-Focused Strategy Beat the S&P 500 by 141 Percent, news article on Bloomberg Markets by Vignesh RS and Constantin Cosereanu

Investing in companies with the most women in board, management, and workforce roles resulted in more than doubling the benchmark's return over 10 years. You can do this simple backtest yourself on S&P 500 companies by using the authors' instructions and running {EQS}. <http://bloom.bg/2jah08d>

Why Diverse Teams Are Smarter, article from Harvard Business Review by David Rock & Heidi Grant

It seems counterintuitive that teams of like-minded people don't perform as well as those consisting of people with diverse backgrounds and points of view, but it's true. This short piece explains why non-homogeneous teams have less erroneous thinking, make better decisions, and are more innovative. <http://bit.ly/2j3vB39>

Women in the Workplace 2016

This study, which is part of a long-term partnership between LeanIn.Org and McKinsey & Company, shows that in corporate America, women fall behind early and continue to lose ground with every step. This report explores why ----- and what you can do about it. <http://bit.ly/2j9QVpG>

These Blind Spots Prevent Gender Equality in The Workplace

This Fast Company article by Lydia Dishman reports on a recent survey of 5,000 working professionals showed dramatic differences between how men rated gender equality at their present and past employers and how women rated it. For example, 46% of men felt that there were enough management opportunities for women, but only 33% of women did; and 44% of men believed that their companies had enough women in top leadership positions but only 33% of women did. This piece examines these and other discrepancies. <http://bit.ly/2jGM4gA>

"Why Women Mean Business: Understanding the Emergence of our Next Economic Revolution," by Avivah Wittenberg-Cox, CEO of 20-First, and Alison Maitland

Why Women Mean Business takes the economic arguments for change to the heart of the corporate world. This powerful new book analyses the opportunities available to companies that really understand what motivates women in the workplace and the marketplace. Find out how companies that learn to adapt to women will be better able to respond to the challenge of an ageing workforce and the demands of the next generation of knowledge workers. This book is well worth reading, and don't let the copyright of 2010 deter you. Wittenberg-Cox is usually about 10 years ahead of other thought leaders anyway.

Available for purchase online in hardback (including inexpensive used copies) or as an eBook.

III. HOW TO DO IT

IMPLEMENTING GENDER PARTNERSHIP AT YOUR COMPANY

Overviews of the Process

Paradigm for Parity --- Together We Can Fix the Corporate Leadership Gender Gap

The coalition Paradigm for ParitySM consists of 27 CEOs (to date) of major companies who are providing a five-step action plan and tools to help other businesses achieve gender parity across all levels of corporate leadership by 2030. Their roadmap is a five-step action plan based on extensive research and best practices. It consists of bold and specific actions that, taken together and implemented as a package, will catalyze change and allow today's business executives to secure the best leaders of tomorrow, while tapping the immense potential of all women. Action plan and a description of their motivation and goals are available in a downloadable pdf. <http://bit.ly/2iJxml3>

Gender Balance Is Hard, but It's Not Complicated, an article in Harvard Business Review by Avivah Wittenberg-Cox

“Slowly but surely, the shift from the 20th century view that “gender imbalance is a women’s problem” to the more 21st century ‘gender imbalance is a leadership challenge’ is beginning to take root. It is now important to design the right response. To maximize this moment, leaders need to proceed strategically” ----- in three phases. They need to **lead the charge** from the top, **explain why gender balance matters**; and **build skills** because working across genders, like working across cultures, is a management skill requiring education, awareness, and the ability to differentiate between real differences and unconscious biases.

<http://bit.ly/2imGApE>

Building Gender Equity in the Workplace: A Best Practices Resource Guide, by the Bay Area Economic Institute in partnership with the Bay Area Council and The Representation Project

A wealth of well-organized articles with links and two-three-minute videos on these topics:

1. Closing the Wage Gap—Equal Pay for Equal Work
2. Reducing Unconscious Bias
3. Improving Access to Mentorship and Career Development Opportunities
4. Establishing a Healthy Workplace Culture
5. Offering HR Policies Beneficial for All
6. Advancing Women as Leaders

<http://bit.ly/2jGP9gB>

MAYORS GUIDE: Accelerating Gender Equality ----- Strengthening Communities by Advancing Women and Girls, by the It's Time Network

The purpose of this EXCELLENT guide is to provide U.S. mayors – and other “influencers” ----- a toolkit of readily accessible resources, tangible solutions, and existing programs that accelerate the advancement of women and girls in local communities. <http://bit.ly/2jmdKnP>

How Women Mean Business: A Step by Step Guide to Profiting from Gender Balanced Business by Avivah Wittenberg-Cox, CEO of 20-first

Gender balance has been proven time and time again to lead to more innovation, better business performance and corporate governance. The only question is, how can business leaders make this happen? The author, an acknowledged world authority on women and business, provides guidance on how to bring about real change in four simple steps:

- Audit – where are you really at with gender balance now?
- Awareness – Opening your eyes to what better gender balance could mean for your company
- Alignment – Ensuring the buy-in that will bring about real results and change
- Sustain – Building gender diversity into corporate DNA

This hands-on book is packed with research and case-studies showing how some of the world's biggest blue-chip firms have done it.

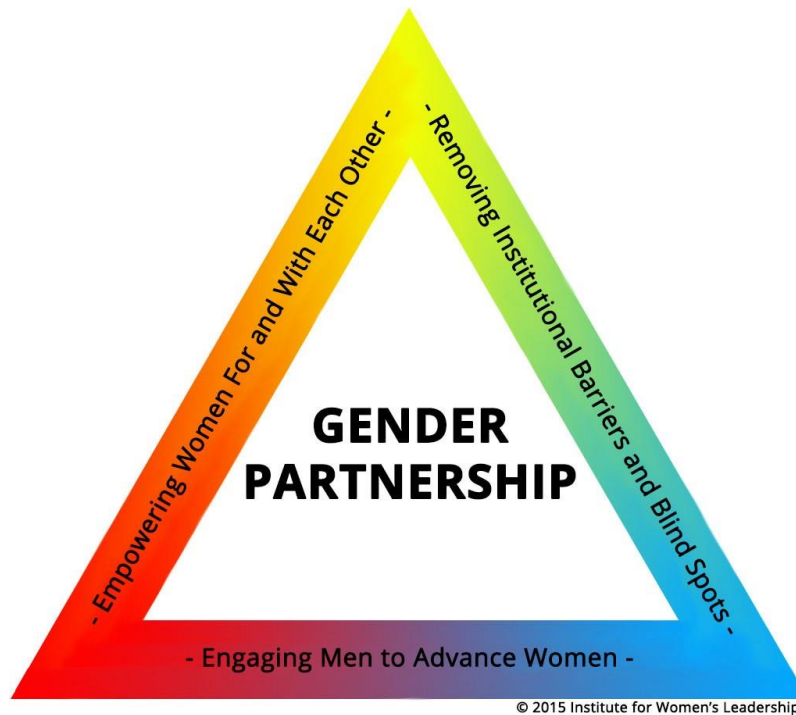
Available for purchase online in hardback (including inexpensive used copies) or as an eBook

It's Time for Companies to Try a New Gender-Equality Playbook, Wall Street Journal article by Dominic Barton, global managing director of McKinsey

“More than 75% of CEOs include gender equality in their top 10 business priorities, but... [our latest research](#) indicates, for example, that corporate America promotes men at 30% higher rates than women during their early career stages, and that entry-level women are significantly more likely than men to have spent five or more years in the same role. Why is gender inequality in the workplace so persistent—and what should we all do differently? Our new research suggests some clues.”

“Where we seem to fall short is in translating top-level commitment into a truly inclusive work environment. We see strong evidence that even when top executives say the right things, employees don't think they have a plan for making progress toward gender equality, don't see those words backed

up with action, don't feel confident calling out gender bias when they see it, and don't think front-line managers have gotten the message." <http://on.wsj.com/2j3Ccum>



The Three Essential Elements of Gender Partnership

Engaging Men to Advance Women

The Importance of Male Advocacy, article on the Catalyst blog by Bernard C. Coleman. “Every day girls and women are denied the opportunity to advance through the workplace ranks due to systematic and structural constraints that directly benefit men through a twisted system of male protectionism. Some people have even said that women choose to opt out of moving up the career ladder by “leaning out” or “checking out,” but I’ll put it more bluntly: women are being “blocked out” by ill-informed men, and it needs to stop. I’m surrounded by brilliant and talented women who cannot move forward because the system is broken, and there are too few men who will step in to help shoulder the burden that women have forever carried.” Coleman goes on to lay out six tips for how individual men – at any level in the company ----- can help women achieve equality in the workplace. <http://bit.ly/2jaqWyB>

Sisterhood Is Not Enough: Why Workplace Equality Needs Men, Too, article in the New York Times by Peggy Klaus. “Expecting biases and policies to change based on occasional [diversity] training and motivational speeches is simply ridiculous. So is making women the sole torchbearers for changing the culture.” <http://nyti.ms/2ifz3u2>

Why Gender Equality Is Good for Everyone — Men Included, 16-minute TED talk by Michael Kimmel, author, college professor and gender equality expert. Kimmel points out five ways that gender equity will make men happier, healthier ----- and more sexually satisfied! As well as being better fathers. “We know now that gender equality is in the interest of countries, of companies, and of men and their

children and their partners, that gender equality is not a zero-sum game. It's not a win-lose. It is a win-win for everyone." Delivered with his usual panache and humor. Educational and enjoyable.

<http://bit.ly/2iGTGQk>

The More Men Know About Work Gender Inequality, the More They Act as Advocates, article from the London School of Economics & Politics Review by Allyson Zimmermann. According to Catalyst research, the chief predictor of a man's commitment to gender equality in the workplace is a sense of fair play. If men believe that the issue of women in senior leadership is a matter of fair play, then they are more likely to actively support it. The more men know about gender inequalities, the more likely they are to act as advocates and to lead efforts to close the gender gap. <http://bit.ly/2iJKoyM>

When Tech Firms Judge on Skills Alone, Women Land More Job Interviews, news article on CNET by Erin Carson. In an experiment with blind job auditions, candidates' identifying details were stripped away and employers judged on qualifications alone ----- gender, race or even where applicants went to school weren't part of the hiring calculus. On two different occasions, researchers presented the same 5,000 candidates to the same group of employers. The first time around, details like names, experience and background were provided. Five percent selected for interviews were women. When identifying details were suppressed, that figure jumped to 54 percent. <http://cnet.co/2ifEAAW>

Why So Many Men Don't Stand Up for Their Female Colleagues: The Traditional Explanation Is Sexism, But Even Those Who Genuinely Want to See More Equality Sometimes Fail to Speak Out, article in The Atlantic by Adam Grant. Let's start with the obvious reasons for not backing women in leadership: Some men think they are superior beings who deserve to rule the world; some view women as beautiful, fragile creatures who ought to be protected (not led) by men, and some like the status quo as it is, with them on top. "Although there's little doubt that these reasons prevent some men from being better advocates for the women around them, a more subtle cause has been overlooked... Many men who would like to see more women leaders are afraid to speak up about it. They fear that no one will take them seriously because they lack a vested interest in the cause." An excellent and thoughtful article, well-worth reading. <http://theatl.in.tc/2j3C9P2>

5 Ways to Engage Men in Gender Diversity Initiatives, article in The Glass Hammer by Elizabeth Harrin. Though written a number of years ago, this piece still nicely sums up the steps and challenges to engaging men in supporting women to achieve gender equity. Includes links to other useful resources on the topic. <http://bit.ly/2j9PR4W>

Top 10 Ways to Be a Male Advocate for Technical Women, compiled from information gathered by the National Center for Women & Information Technology by male corporate employees in technology organizations or departments. Bite-size, easy to grasp and specific, you can use these ideas to influence your own efforts. <http://bit.ly/2iGKFqu>

It's Obstacles Women Face in The Workplace --- Not A Lack of Ambition --- That Causes Them to Opt Out, blog post on Forbes.com by Bonnie Marcus. "The lack of women rising to leadership positions is not due to a dearth of qualified, ambitious women. Women enter the workforce with optimism and ambition as noted in a 2014 study by [Bain and Company](#). When faced with the daily obstacles to their advancement, however, these women lose their confidence and belief that they can achieve their goals... Women state

that lack of opportunity for advancement, lack of acknowledgement and supportive managers, as well as a lack of female role models contributes most to their waning ambitions.” <http://bit.ly/2imRJ9I>

The Men Who Mentor Women, Harvard Business Review, by Anna Marie Valerio and Katina Sawyer – HBR authors looked at what men who informally champion women at work DO differently than other guys. “Generally, we saw that ‘male champions’ have learned that gender inclusiveness means involving *both* men and women in advancing women’s leadership. Although many organizations have attempted to fight gender bias by focusing on women – offering training programs or networking groups specifically for them — the leaders we interviewed realized that any solutions that involve only 50% of the human population are likely to have limited success.” <http://bit.ly/2jyBwfi>

Men Can Improve How They Mentor Women. Here’s How, Harvard Business Review, by David G. Smith and W. Brad Johnson. This article offers valuable and specific advice for male mentors, such as practicing their listening skills “with the goal of showing empathy versus trying to quickly problem solve or ‘fix’ things for her.” Plus, how to respond if your mentee cries. <http://bit.ly/2jarHb5>

Stop “Protecting” Women from Challenging Work, Harvard Business Review article by Kristen Jones and Eden King. Much like the way anxious new parents protect their children by limiting their exposure to risk, managers often see women as in need of such protection, so they limit their exposure to risky or challenging work... While this may have seemed “nice” on the surface, these protective behaviors actually made it more difficult for women to advance. Also, women are less likely to get constructive criticism, and more likely to receive unsolicited offers for help. But although well-intentioned, such attempts to protect or coddle women can undermine their self-confidence. <http://bit.ly/2jarHb5>

The 8 Blind Spots Between Men and Women at Work, white paper by Barbara Annis & John Gray, Ph.D. Based on their book *Work With Me*, the authors aim to provide a better understanding of why colleagues of the opposite gender think and act as they do. “We’re unsure how to best work with the women and men in the offices and cubes alongside ours, or in the conference rooms, or on our teams, or at lunch, or with the person in the corner office. We feel we have to be careful in what we say and, at times, we don’t even know what to say. Our challenge at work isn’t in our ability to do our job; it’s in our inability to authentically engage with the other gender.” Well thought-out and clearly presented, this paper is a must-read. Downloadable at <http://bit.ly/2j9ReRc>

Actions Men Can Take to Create an Inclusive Workplace, a two-page toolkit presented by Catalyst. Catalyst believes that men have a pivotal role to play in creating workplaces in which both women and men can thrive. “Our research suggests that a critical aspect of this role is to act as an example to other men. This tool outlines some actions men can take to enhance their understanding of the barriers to gender inclusion in the workplace and to learn how to serve as role models for their male peers.” <http://bit.ly/2jmho0L>

The 5 Most Damaging Myths That Keep Women from Advancing and Thriving in Our World Today, article on the Forbes leadership blog by Kathy Caprino. “After working with over 10,000 women in 10 years, and reading thousands upon thousands of articles about the issue of diversity, gender equality and women in the workplace, I believe that there remain five very damaging and misguided notions about what’s in the way of women’s success, and what we need to do differently, to ensure that by the

end of this decade, we'll have moved the needle significantly (as other countries have done), to bring women to equality at work, in society, in the government, and at home." <http://bit.ly/2ifFpdb>

Removing Institutional Barriers and Blind Spots

Here's How Long It'll Take to Close the Gender Wage Gap in Each State, chart by the Institute for Women's Policy research, published in an article by Jillian Berman on The Huffington Post. "The gender pay gap is alive and well everywhere in America, but it's more alive in some states than in others... The researchers' projections are based on each state's rate of progress at closing the gap since 1959. American women overall shouldn't expect to see pay equity until 2058 if progress continues at its current rate, according to the analysis. <http://huff.to/2jyFnJo>

5 Points to Bring Up to Win an Argument about the Gender Wage Gap, post by authors from the Institute for Women's Policy Research. "The 79.6 percent wage ratio figure, the most commonly used figure to measure the gender wage gap in the United States, is often derided as misleading, a myth, or worst of all, a lie. In this post, we argue that the figure is an accurate measure of the inequality in earnings between women and men who work full-time, year-round in the labor market and reflects a number of different factors: discrimination in pay, recruitment, job assignment, and promotion; lower earnings in occupations mainly done by women; and women's disproportionate share of time spent on family care, including that they—rather than fathers—still tend to be the ones to take more time off work when families have children. Just because the explanation of the gender wage gap is multi-faceted does not make it a lie." The five key points are presented and are downloadable as a pdf. <http://bit.ly/2j3B7mp>

The Simple Truth about the Gender Pay Gap, a guide produced by the AAUW (American Association of University Women) that is designed to empower members and other advocates with the facts and resources they need to tell the simple truth about the pay gap. <http://bit.ly/2jpyprt>

Proven Strategies for Addressing Unconscious Bias in the Workplace, by Diversity Best Practices – An excellent and thorough resource to read and share. Includes clear explanations, exercises, examples and case studies. Downloadable pdf at <http://bit.ly/2j3DoxQ>

Google's re:Work Unbiasing Program can be used to train your employees to identify their biases. Google has been on a multi-year journey to understand how decisions are made at work, how inclusive organizational cultures are built and sustained, and how individuals can take conscious control of their actions, behaviors, and cultural contributions. <http://bit.ly/2jyljpn>

Facebook's Managing Unconscious Bias training videos were designed to help people recognize the biases they have so as to reduce their negative effects in the workplace. "Surfacing and countering unconscious bias is an essential step towards becoming the people and companies we want to be," they state. <http://bit.ly/2jyljpn>

Companies Lacking Diversity Fail Their Shareholders—and Employees, an opinion piece in the Observer by Shon Burton. Succinct and intelligent advice on how to start improving diversity at your company, with an emphasis on hiring advice. <http://bit.ly/2j3IIRM>

How to Take Gender Bias Out of Your Job Ads, Forbes article by Carmen Nobel. research shows that the language of job descriptions often subtly adheres to gender stereotypes. And that deters members of the opposite gender from applying to those jobs. There are two easy key ways to take the gender bias out of job ads, Harvard's Iris Bohnet says: One, purge the gendered language. Two, limit the number of mandatory qualifications to apply for the job. With examples and detailed explanations. <http://bit.ly/2jGLaAK>

Start Your Journey Back to Work – Web page about the Goldman Sachs Returnship program, which helps develop talented professionals who are looking to restart their careers after an extended absence from the workforce. It is specifically designed for those who left the workforce for two or more years. This paid, ten-week program offers opportunities in a variety of Goldman Sachs divisions, including those outside the U.S. <http://bit.ly/2iDzm1X>

These Tech Companies Are Offering Internships for 40-Something Moms, Washington Post article by Jena McGregor. Through a new nonprofit called Path Forward (inspired by Goldman Sachs's "Returnship" program), a growing number of large and small tech companies are recruiting mid-career women (and men) who've taken time out of the workplace to care for family. <http://wapo.st/2iTzB7l>

Empowering Women for and with Each Other

Your Body Language Shapes Who You Are, an acclaimed 21-minute TED talk (streamed more than 38 million times), given by Harvard Business School sociologist Amy Cuddy. She shows how body language affects how others see us, but may also change how we see ourselves. For example, "power posing" — standing in a posture of confidence, even when we don't feel confident — can affect testosterone and cortisol levels in the brain, and might even have an impact on our chances for success. <http://bit.ly/2j3pLP3>

Negotiation Tips for Women (Men Can Use Them --- But Don't Have To), Forbes blog post by Leah Ginsberg. Four techniques women should use to negotiate to get what they want at work: Think personally, but act communally; Sell your ability to negotiate as a good thing; Explain why your request is legitimate; and Ask questions to understand your counterpart's point of view. Details of each technique are explained on the blog. <http://bit.ly/2ijFFxc>

How to Disagree with Someone More Powerful than You, Harvard Business Review article by Amy Gallo. An excellent primer with nine tactics, starting with: Instead of focusing on the risks involved, consider the risks of *not* speaking up. Excellent points with a summary of do-and-don't principles at the end, plus two case studies. <http://bit.ly/2ij1um7>

How to Get Coworkers to Stop Interrupting You, post Fortune.com by Elana Lyn Gros. Women, next time someone interrupts you at work, try one of these four proven techniques to make sure your contribution gets heard. <http://ow.ly/KaWU306qZqm>

How Women Lead Differently, And Why It Matters, article on Fast Company blog by Alyse Nelson. “The particular qualities of women's leadership take on a new significance and new power in today's world. I believe that the strengths women possess and the behaviors that set them apart will lead us forward in the coming years: collaboration, conviction, inclusiveness, creativity, and mentorship.”

<http://bit.ly/2jGUiFo>

How Working With Men Changed My Leadership Style for the Better, Fortune article by Angela Stephens. Discover the four bankable leadership lessons that one woman ----- now an SVP & controller at Dr. Pepper Snapple Group ----- learned from the men she's worked with over the years.

<http://ow.ly/rg8M3064dl0>

Paying It Forward Pays Back for Business Leaders: Developing Others Pays Off in Career Growth – And Reveals No Queen Bees Here, Catalyst Study Finds – “Helping others develop their full potential ...pays off not only for emerging talent but for those who invest time in cultivating them. And more women than men, it turns out, are helping others move up the ladder... It benefits not only protégés but leads to career advancement and compensation growth for those providing the assistance—\$25,075 in additional compensation between 2008 and 2010, according to the report. <http://bit.ly/2jmf9ul>

8 Strategies That Will Make You More Influential at Work, Regardless of Your Rank, article on Business Insider by Connie Wedel of Ellevest. Influence is “the capacity or power someone has to be a persuasive or compelling force to produce effects on the actions, behavior, or opinions of others. Or, put simply, it is getting someone to go from Point A to Point B... Here are eight strategies women can do to raise their level of influence at work.” <http://read.bi/2ifDO7a>

The Most Empathetic Companies, 2016, article on Harvard Business Review by Belinda Parmar. The newly released 2016 Empathy Index demonstrates that empathy ----- understanding our emotional impact on others and making change as a result ----- is more important to a successful business than it has ever been, correlating to growth, productivity, and earnings per employee. And empathy is one area where women leaders tend to shine. <http://ow.ly/XoHt306Jx0o>

The Hard Science Behind Soft Skills, article in Chief Learning Officer by Evan Sinar and, Richard S. Wellins. When it comes to return on investment, investing in soft skills development for leaders produces hard, bottom-line results. New research shows that organizations that put more effort and resources into building their leaders’ “soft skills” had an average ROI of \$4,000 for every \$1,100 spent on developing those skills. And the key skill was EMPATHY. <http://ow.ly/YOaz306ErI5>

IV. Excellent Sources for Further and Future Information

Catalyst

For more than 50 years, Catalyst has been the byword for reliable research on the presence (or absence) of women in leadership roles in business. Their studies have proven the business case for female

executives, among other things. We highly recommend visiting their site and poking around in their Knowledge Center. <http://www.catalyst.org/>

Diversity Best Practices

The preeminent organization for mid to large size organizational diversity thought leaders to share best practices and develop innovative solutions for culture change. Through research, resources, benchmarking, publications and events, Diversity Best Practices offers information and strategies on how to implement, grow, measure and create first-in-class diversity programs. This is a membership organization, but many of their reports and other offerings are available to the public.

<http://www.diversitybestpractices.com/>

It's Time Network....

This is an inclusive community of people and organizations working collaboratively to accelerate the full empowerment of women and girls in order to achieve gender equity, evolve democracy and build fair economies that regenerate the Earth. <http://www.itstimenetwork.org/>

Lean In

An outgrowth of Sheryl Sandberg's best-selling book, *Lean In*, this organization is committed to offering women the ongoing inspiration and support to help them achieve their goals. If we talk openly about the challenges women face and work together, we can change the trajectory of women and create a better world for everyone. <https://leanin.org/>

MARC (Men Advocating Real Change)

MARC is a community created for professional men who share a common commitment to creating equitable and inclusive workplaces. MARC members are becoming more effective leaders by engaging in candid dialogue about inclusion challenges and by learning from peers and issue experts—both virtually, on the MARC community website, and in person, through leadership development programs.

Membership is free. <http://onthemarc.org/>

McKinsey & Co

The “Women Matter” sector of this global management consultancy produces some of the most insightful and research-backed articles available today. For example, their new report, *Women Matter 2016: Reinventing the workplace to unlock the potential of gender diversity* (referenced in the above list of Best Practices) shows how many companies are struggling to ensure women are represented fairly in top management. <http://www.mckinsey.com/global-themes/women-matter>

NAFE (National Association for Women Executives)

Founded in 1972, this is one of the country's largest associations for women professionals and business owners. It provides resources – through education, networking, and public advocacy- to empower its members to achieve both career and personal success. <http://www.nafe.com/>

The National Center for Women & Information Technology (NCWIT)

The National Center for Women & Information Technology (NCWIT) is a non-profit community of more than 850 universities, companies, non-profits, and government organizations nationwide working to increase women's participation in computing and technology. NCWIT equips change leaders with resources for taking action in recruiting, retaining, and advancing women from K-12 and higher education through industry and entrepreneurial careers. <https://www.ncwit.org/>

The Representation Project

Using film and media as catalysts for cultural transformation, The Representation Project inspires individuals and communities to challenge and overcome limiting stereotypes so that everyone, regardless of gender, race, class, age, sexual orientation, or circumstance, can fulfill their human potential. <http://therepresentationproject.org>