

Lean In 2.0 (Not For Women Only)*

prepared for

Greater Valley Forge Human Resources Association



presented by

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PART I: INTRODUCTION

Introduction

1. Legal background
 - a. Pre-1964
 - b. Civil Rights Act of 1964
 - c. Pregnancy Discrimination Act of 1978
 - d. And.....

Introduction

2. Current statistics

- a. 50 years where law has prohibited gender discrimination
- b. Large applicant pool of gifted women
- c. Yet, the statistics are disturbing
 - i. Senior leadership
 - ii. Board positions

Introduction

3. Business imperative of gender equality
 - a. Talent imperative
 - b. Customer/client connections
 - c. Diversity of ideas
 - d. Supplier diversity



PART II: RECOMMENDATIONS

Mission Statement

1. Include commitment to diversity (including gender) as part of values and mission statements.
2. Note: words without actions is worse than no words

Board of Directors

1. Composition—material representation by women critical
2. Business benefits of diverse board

EEO Training of Senior Management

1. Emphasize business imperative that goes beyond the legal imperative
 - a. Business Benefits

EEO Training of Senior Management

1. Emphasize business imperative that goes beyond the legal imperative (continued)
 - b. But be careful of stereotyping about strengths of women compared to men
 - i. Bias v men
 - ii. Higher burden for women

EEO Training of Senior Management

2. Discuss following types of bias:
 - a. Straight forward disparate treatment (including “paternalistic”)
 - b. Gender Stereotyping
 - c. Pregnancy Discrimination
 - d. Gender “plus”
 - e. Adverse impact

EEO Training of Senior Management

3. Emphasize how bias can affect life cycle of employee (as opposed to legalistic)

Harassment Training

1. Provide harassment training at all levels
2. Focus on inappropriateness rather than illegality
3. Emphasis in management training:
 - a. Affirmative responsibilities
 - b. Bullying (even where legal)
 - c. Micro-inequities and micro-aggressions

Harassment Training

4. Danger zones
 - a. Fragility implication
 - b. Paternalistic rescuing
 - c. Fear & avoidance

EEO Policy

1. Develop a robust Equal Employment Opportunity Policy to address, among other issues, sex discrimination and sexual harassment
2. Include complaint procedure with multiple points of access to raise concerns without fear of retaliation.
 - a. Reference pregnancy separately
 - b. Include policy as part of Code of Conduct
 - c. Consider Anonymous Hotline

Job Requirements

1. Consider whether minimum experience requirements are too high
2. Potential adverse impact based on lack of opportunities with other employers (same for racial and ethnic minorities)
 - a. Legal
 - b. Business

Expand Applicant Pool

1. Recruiting: supplement general recruiting with targeted recruiting aimed at women
 - a. Must be done at same time as general recruiting
 - i. Legal
 - ii. Business
 - b. Same is true for racial and ethnic minorities.

Expand Applicant Pool

2. Recruiting: consider reaching out to employees who have left work for family-related reasons to return to work.

Screening Resumes

1. Distribute resumes of candidates without names and addresses to prevent conscious or unconscious bias in deciding whom to interview (or block field if on line application process)
2. Helpful in terms of avoiding conscious and unconscious bias against racial and ethnic minorities, too.

Decision Making: Title VII Razor's Edge

1. Title VII generally prohibits giving “plus” to gender unless remedial purpose narrowly defined and narrowly tailored
2. Do not consider gender (or race or ethnicity), even to break a tie (and never reserve a spot)
3. Consider and value differences in experiences and perspectives in decision making, for example

Decision Making Danger Zones

1. Gender stereotyping based on actual or perceived family status
2. Double standard relative to assertiveness
3. Mis-measure of competence based on perceived confidence
4. Paternalism
5. “Like Me” Bias

Assignments

1. Critically evaluate the company's work assignment system to make sure work
 - a. Is being distributed fairly and equitably
 - b. And not based on personal relationships or there is a risk of "like me" bias.
2. Track developed opportunities and competencies

Compensation

1. Focus

- a. Where women do the same work as men
- b. Where women dominate a position

2. Considerations

- a. Factors other than sex (internal)
- b. External data
- c. Privileged review

Evaluation Process

1. Look for “like me” bias
2. Also look for:
 - a. Weak praise (nice)
 - b. Code words (lack of commitment)
 - c. Double standards (aggressive)
 - d. Personal versus professional comments

Promotion Process

1. Objective criteria
2. Posting
3. Career tracks

Social Inclusion

1. Form of business inclusion
2. Hostile forums
3. Questionable forums
4. Okay forums but exclusions
5. Social media and social inclusion

Access to Management

1. Develop systems that provide easy (and equal) access to upper management through formal systems of introduction and interaction
2. Otherwise, access may be based primarily on informal relationships, which may favor men aka the “Boys’ Club”

Work Life Management

1. Hours
 - a. Number
 - b. Flexibility
2. Face Time
3. Telecommuting
4. PTO
5. Other

Caregiver Support

1. Women still shoulder greater responsibility than men
2. Partner with third parties to increase employee access to quality, affordable preschool, child care and elder care options (i.e., non-leave options for family responsibilities).

Work-Life Discussions

1. Sandberg recommendation
 - a. Conversations with subordinates about family plans
 - b. Encourage them to lean in, if they want to, until they have their children

Work-Life Discussions

2. Segal reframe

- a. Do not ask about work-life plans
- b. Guidance to mentors on how to address if employee raises
- c. Work-life management seminar
 - i. Include but not limited to child care
 - ii. Emphasis on reasonable flexibility
 - iii. General message: lean in, if you want to, even if you may need to pull back later (e.g., elder care)

Mentoring and Sponsoring

1. Consider mentoring and sponsorship programs not limited to but which focus heavily on women.
2. Limited to women—Title VII
3. Practical dangers of matching by gender
4. Risk of “like me” mentoring when no formal mentoring

Mentoring and Sponsoring

5. Education on benefits to mentors on mentoring
6. Training of mentors on how to deal with inevitable discussion of non-work issues

Recognition of Accomplishments

1. Women are less likely than men to “blow their own horn.” Likeability trap.
2. Analyze the degree to which accomplishments are recognized by senior management.

Evaluation of Leaders

1. Criteria: commitment to non-discrimination and their efforts on inclusion.
2. Considering linking evaluation to compensation
3. With regard to hiring and promoting:
 - a. Key must be efforts and not results or may back into claim of unlawful quota.
 - b. Need objective criteria

Community Involvement

1. Developing alliances with colleges and universities (focusing on positions where under-representation)
2. Supporting gender-specific charitable events



Thank You!

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