Achieving Gender Diversity + Inclusion: A Quick-Start Guide

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This is a simple, practical *Quick-Start* guide.

A first step to help you identify strengths, gaps, and blind spots in your goal to create a strong culture of gender diversity and inclusion.

This guide is for leaders who....

- Recognize how important gender diversity is to improving work culture, employee engagement and satisfaction.

- Want to make a greater impact towards improving gender diversity and inclusion at work.

- Want to serve as supportive allies for talented women in their organization.

It's also for employees who may be wondering...

Are men and women treated equally where I work?

How do I know for sure? What are the signs?

How do I know if my environment is supportive every day, makes it comfortable for women to want to be here, and feel valued and included?

How can I help make it better?

Think of this guide as a way to start mapping out strengths, gaps, blind spots, and next steps.

It does not cover everything, but it is an important start.

It should not replace a more thorough evaluation of gender equity in the workplace.

At the end of this guide, we'll share a few more resources to help you keep going.

How to Use This Guide

Rather than making it into a rigid checklist, we hope the questions create a way to have valuable conversations and insights with your team.

Change is rarely a linear process, so skip around as needed.

Evaluate your organization from all perspectives.

While it's easier to start with what we already know, it's often our blind spots that we miss.

Using a team or external expert may help you conduct a more comprehensive review.

A Final Note on Using This Guide

If you are an HR professional or team leader, you may use this slide set format for educational presentations to help guide team- or organizational-level conversations on this topic.

- Please make sure to credit our work. If you use it for a presentation, we'd love to hear about it!
- This proprietary guide cannot be used for commercial purposes.

Let's Get Started!

Some Definitions:

- **Gender Diversity:** Equitable or fair representation of people of different genders.

- **Gender Inclusion:** Being open and welcoming to all, not only certain people.

There are more advanced questions about **intersectionality** that we don't address in this beginner's guide.

Intersectionality = How additional aspects of social identities overlap with gender that can create further systemic discrimination.

E.g.: "Would my answers change for women of color? women with disabilities? lesbian women of color?"

Keep these in mind as you go through the guide.

The truth of the matter:

Gender equality and the empowerment of women in political, economic, social and cultural life improves quality of life for everyone.

Think about your own team

We know it is sometimes easier said than done. There may be structural barriers, blind spots, and cultural and language differences that make this goal more complex.

Who is on your team?

How many men / women?
What generational cohorts do they belong to?

Think about your own team

We know it is sometimes easier said than done. There may be structural barriers, blind spots, and cultural and language differences that make this goal more complex.

What do they bring to the table?

What are their education backgrounds?
How many are married?
How many have children?

Think about your own team

We know it is sometimes easier said than done. There may be structural barriers, blind spots, and cultural and language differences that make this goal more complex.

How will you grow?

Is your company diverse at first glance?
Does diversity go beyond representation?

The good news is, research and practice has informed a clear set of steps that can be taken to improve the culture gender diversity and inclusion in any organization.

Here are the tools you will find in this guide:

1   **8 Critical Domains for You to Evaluate**

+ At least 1 important research fact per domain.
+ 3 critical questions per domain to get you started.

2   **4 "Best Practice" Tips for How to Use This Guide**

3   **3 Paths for Next Steps Based on Your Answers to the Questions**

4   **2 Bonuses**

1. Quick Tips for How to Be a Supportive Ally

2. Additional Resources

Part 1

8 Critical Domains

The 8 Critical Domains

1 Company Culture + Values

2 Feedback + Mentoring

3 Opportunities + Upward Mobility

4 Situational Awareness + Meetings

5 Recognition + Support

6 Stereotype Threat + Perception

7 Leadership + Communication

8 HR Practices + Recruitment

Best Practice Tips

(Some of these might be easier to implement with the help of an expert.)

1 Answer each question by directly observing actual behavior and rating it over the course of 2 weeks.

Try NOT to rate based on your gut feeling alone, which could be susceptible to blind spots. Instead, truly take the time to observe the situations.

2 Ideally, work with a team to compare notes and evaluate consistency.

3 As you record and discuss with your team, identify any major patterns you see across settings - these are likely your blind spots.

Blind spots = Systematic biases that are an unwanted part of the company's desired culture.

4 With a team, identify 3 target areas you would like to start addressing, brainstorm a few solutions, and apply a process improvement model to implement. Evaluate changes systematically over the next 3 months.

(Note: This guide does not cover the science to appropriately identifying target areas and implementing process improvement plans.)
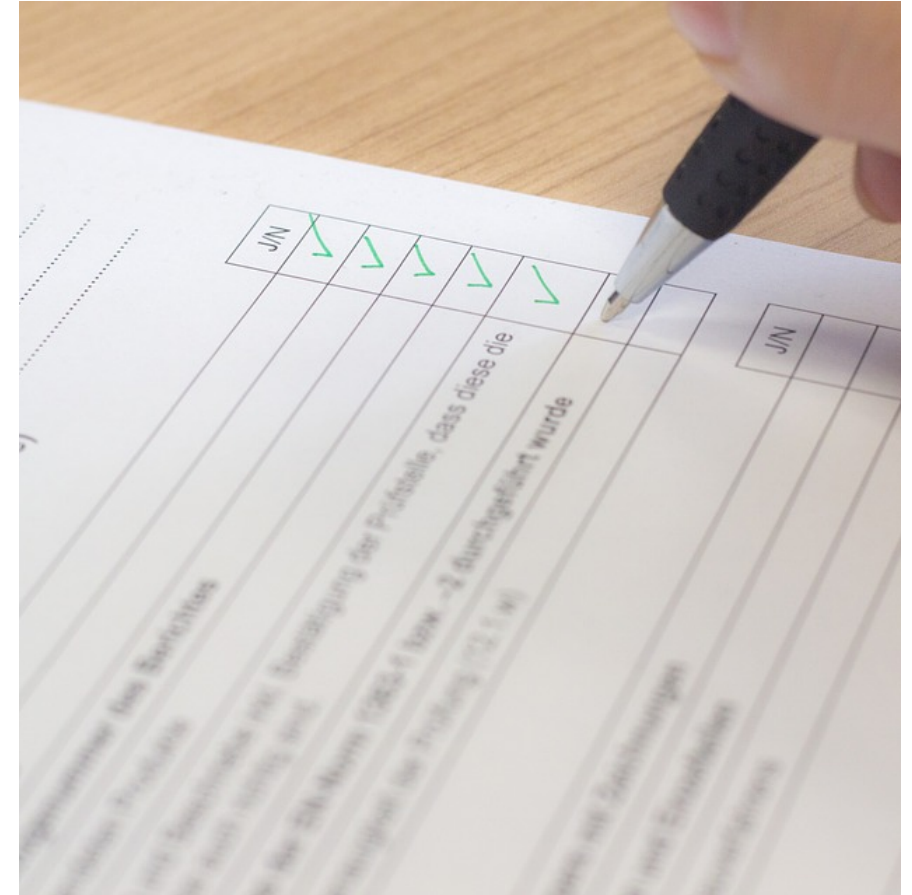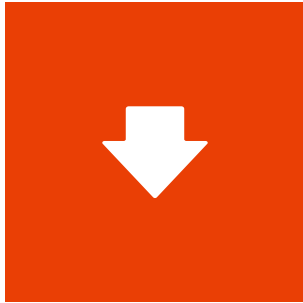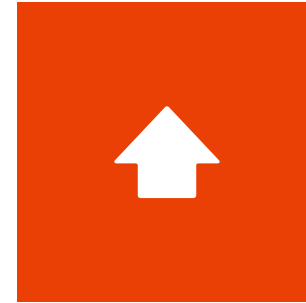
Company Culture + Values

Did you know that when a company values and encourages diversity and inclusion:

...both men and women are less likely to leave.

... both men and women are happier with their job.

McKinsey & Company: Women in the Workplace, 2018

Company Culture + Values

1   **Is gender diversity and inclusion a stated priority by the CEO and all leaders?**

2   **Do you have gender diversity goals clearly defined, communicated, and measured?**

3   **Is data related to your gender diversity and inclusion metrics clearly available to everyone in the organization?**

DOMAIN 2

Feedback + Mentorship

Feedback + Mentorship: Did You Know...

Women are 32% less likely than men to receive *any* feedback from their male superiors.

Women are more likely than men to be ascribed negative attributions in performance evaluations.

Joelle K. Jay, *Feedback is Different For Men and Women Leaders,* Inc.com

Feedback + Mentorship

1   Do managers receive training about how to "de-bias" feedback, performance reviews, and promotion decisions?

E.g., Is feedback gender-neutral? Results-focused?

2   Are *all* employees encouraged to consider new opportunities that support career advancement?

E.g., Do new or single parents receive the same encouragement or are they "protected" from it?

3   What steps are taken to ensure performance and career feedback is given in a fair and consistent manner for all employees?

Opportunities + Upward Mobility

Opportunities: Did You Know…

High-potential women are often over-mentored and under-sponsored relative to their male peers.

This limits their ability to advance as quickly in organizations.

Ibarra, Carter & Silva, Why Men Still Get More Promotions Than Women, HBR Sept 2010

Opportunities + Upward Mobility

1 **What steps are taken to ensure all qualified candidates are considered for new opportunities?**

Are assumptions made that an employee's family obligations will keep them from saying "yes" or that if you don't volunteer you are not interested?

2 **Are some groups of people offered more social capital than others?**

Social capital = influencers, knowledge, organizational resources

3 **Are there activities that happen outside of usual company hours that systematically exclude a group of people from being able to participate?**

E.g., people with dependent care responsibilities?

DOMAIN 4

Situational Awareness + Meetings

Meeting Challenges: Did You Know...

Intel Corporation put out a presentation showcasing challenges women typically face in meetings (e.g., not always receiving credit for an idea, being interrupted). These challenges have been documented across many industries.

See "Challenges for Women in Meetings, Youtube.com, Nov 29, 2016

Situational Awareness + Meetings

1 Are some people given more opportunities than others to speak up, "have the floor", or receive attention in meetings?

2 Is there an even distribution among who takes care of the "office household" and relationships?

E.g., taking meeting notes, hosting office parties, break room cleaning/management.

3 Are there any systematic problems in who gets "credit" for an idea?

DOMAIN 5

Recognition + Support

Recognition: Did You Know…

Research has shown that women have to work harder and perform better to get the same recognition as men.

Newswise, "Study: Women Say They Need to Work Harder Than Men," ReliablePlant online

Recognition + Support

1 **Does your organization celebrate results, regardless of who attained it and the level of perceived effort?**

Working longer hours or having more responsibilities don't always directly affect outcomes the same.

2 **Is there a systematic method for how accomplishments are identified and reviewed so that recognition is provided fairly?**

E.g., resume reviews, a database of outcomes, etc.?

3 **Are there any systematic differences in how people are recognized?**

E.g., do some receive more laudatory comments and support while others receive a note in the monthly newsletter?

Stereotype Threat + Perception

Stereotype Threat + Perception: Did You Know...

36%

64%

Proportion of women who report their judgment being questioned in their area of expertise compared to 27% of men (this is even higher among black and lesbian women)...

Proportion of women who experience microaggressions in the workplace.

Barratt, "The Microaggressions Still Prevalent In The Workplace", Forbes.com, Oct. 28, 2018

Stereotype Threat + Perception

1 Is there a difference in how men vs. women are introduced?

E.g., using Dr. [Last Name] vs. [First Name], emphasizing accomplishments vs personal life or parental status.

2 Do you or others make comments to women, but not men, about how hard it must be to "juggle it all" or "have it all"?

3 Do conversations that happen in community/shared settings (e.g., break room) seem inclusive and welcoming?

Are women around? Are people of color around? Do they seem comfortable? Are they invited into the conversation?

Leadership + Communication

Leadership: Did You Know...

Research indicates there are differences in the language of how we define leadership for men compared to women.

Smith, Rosenstein, & Nikolov, "The Different Words We Use to Describe Male and Female Leaders", HBR, May 25, 2018

Leadership + Communication

1 How often do you open up conversations about subjects like sexual harassment, parental leave, or experiences with racism?

2 Are there opportunities for more senior leaders to mentor less senior employees around supporting women and gender diversity?

3 How would you define leadership? Does this definition create a biased way of viewing male vs female leaders?

Note that multiple leadership styles make leaders competent regardless of gender.

HR Practices + Recruitment

Recruitment Bias: Did You Know...

Research indicates that there are subtle biases that are inherent to certain recruitment practices that negatively affects gender diversity hiring goals.

Blind reviews and careful language use can help reduce those biases.

Knight, "7 Practical Ways to Reduce Bias in Your Hiring Process", HBR, June 12, 2017

HR Practices + Recruitment

1 Are good faith efforts applied to bringing in diverse talent, including gender diversity?

2 Are there any work options for employees who have life circumstances that require more scheduling flexibility?

E.g., due to child or dependent care, disability needs

3 Has an evaluation been done to determine whether all employees receive equal payment for equal performance, based on the same metrics?

Is anyone underpaid for their level of responsibility and scope?

Congratulations for completing this self-evaluation!

- What did you identify as strengths?

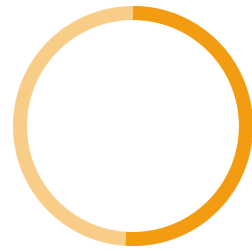- What are some opportunities for next steps in your goal to support gender diversity and inclusion?

Part 2

Evaluation Time!
3 Paths for Next Steps

# If you identified **4+ domains** that need to be addressed ...

Make sure to sustain the current gains already made! This takes continuous effort and a solid implementation plan to avoid sliding backward.

Consider how you might want to work with a team to implement more goals from this guide.

Consider getting additional help from outside experts.

Use some of the additional resources at the end of this guide.

# If you identified **1 to 3** domains than need to be addressed …
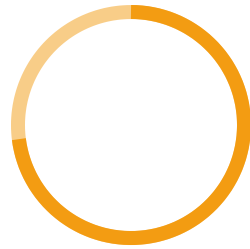
Great job! Don't take your eye off the ball or you might slide back. Keep sustaining the effort.

Identify ways you can work with a team to keep improving.

Start considering areas of intersectionality (see next slide).

Start considering areas beyond diversity and inclusion, such as supporting advancement through succession planning.

If you are doing well in most areas ...
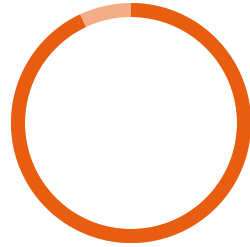
Congratulations! You are ready for a more advanced assessment: Consider how these same questions apply to more nuanced areas of intersectionality and move into questions about recruitment, retention, and advancement.

Would you answer the same way for women of color in your organization? Women with disabilities? Older women? Gender non-conforming, non-binary, or LGBT?

Consider how you support advancement and succession planning.

Part 3

How to Be a Supportive Ally: What Each Employee Can Do

In what way are you an active ally for women in the workplace?

What do you do if a highly competent woman is called "intimidating" or "too aggressive" by peers?

Do you stay silent? Do you secretly agree? Do you challenge these assumptions overtly?

What do you do when you witness women being mistreated, harrassed, or discriminated against in the workplace?

Are you a quiet bystander or do you intervene?

What Does it Look Like to Be an Ally?

Here are a few articles to start with...

How Men Can Be Better Allies to Women
by Brad Johnson and David Smith, HBR, Oct. 12, 2018

How Men Can Better Support Women in the Workplace
by Gaju Aline, The Female Quotient online, July 19, 2018

Part 4

Additional Resources

Want to Learn More?

Here a Few Additional Resources

WE: Men, Women, and the Decisive Formula for Winning at Work, by Rania Anderson

Athena Rising: How and Why Men Should Mentor Women, by W. Brad Johnson and David Smith

12 Diversity and Inclusion Terms You should Know, by Catalyst

Jennifer Brown's blog and podcast on diversity and inclusion

Harvard Business Review's *10 Must Reads On Women and Leadership*
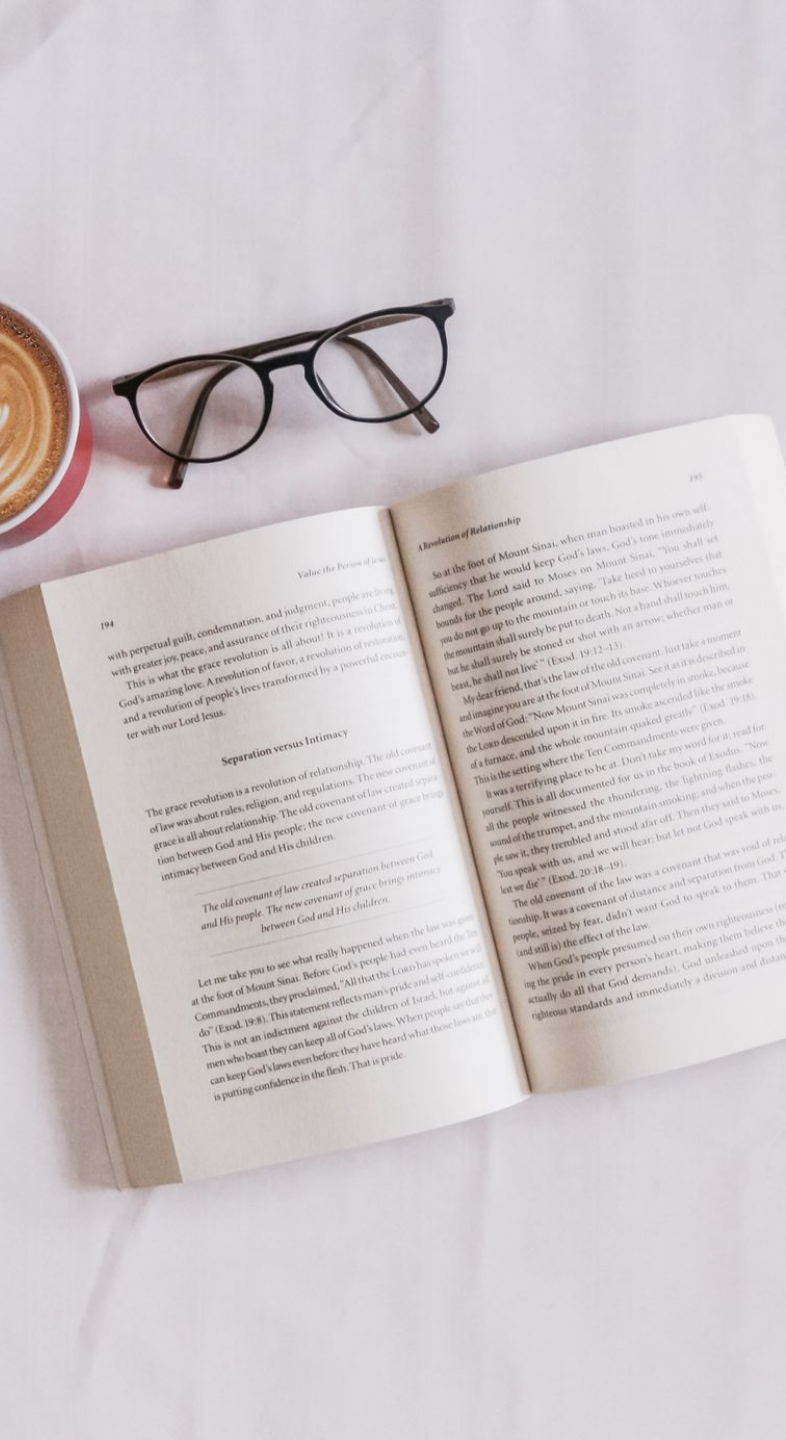
Looking for More Direction and Support?

We can help you customize your evaluation and implementation plan to help create a culture of diversity and inclusion. Please contact us for more information.

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Acknowledgements

A note of gratitude to...

- **Lynn Scherer, Kate Scott, and David Kloak for their thoughtful review and feedback.**

- **Participants of the 393rd Psychological Operations Company for exemplifying a commitment to the United States Army Equal Opportunity Program.**