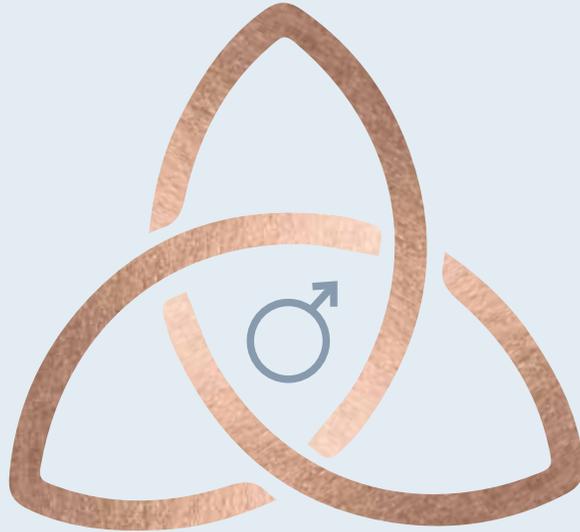


Advancing equality in the workplace

men of action



the **FQ**
FEMALE QUOTIENT

introduction

Since the dawn of civilization, gender roles have informed every aspect of our lives. But now, we're in the midst of an evolution, a balancing of the scales, a dismantling of the stereotypes that have shackled humans for so long. The effects of equality are far-reaching and all-encompassing; not only does it contribute to a higher quality of life, but it also drives economic stability and improved business results for everyone.

It is up to all of us—regardless of our gender—to rise up, grasp the opportunity of equality, and work to make it a reality. The first step is to take action. Start a conversation. Stand up for those whose voices aren't heard. Listen. Lead by example. Be the change we need to see.

Together, we can create a more human workplace—and a more equal world.

— *The Female Quotient*

About The Female Quotient

The Female Quotient is committed to advancing equality in the workplace through collaboration, activating solutions for change, and creating accountability. We believe that when you put women in any equation, the equation gets better. Diversity adds a competitive advantage that enables companies to be stronger and more successful. We work with forward-thinking brands that are dedicated to improving the future of equality by providing them with the tools they need to be an active part of the conversation and impact change. Consumer insights, cultural analysis, and new standards of accountability are helping us build the foundation for the future we want.



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The New Definition of Masculinity

MASCULINITY

/mas-cu-lin-i-ty/ Noun

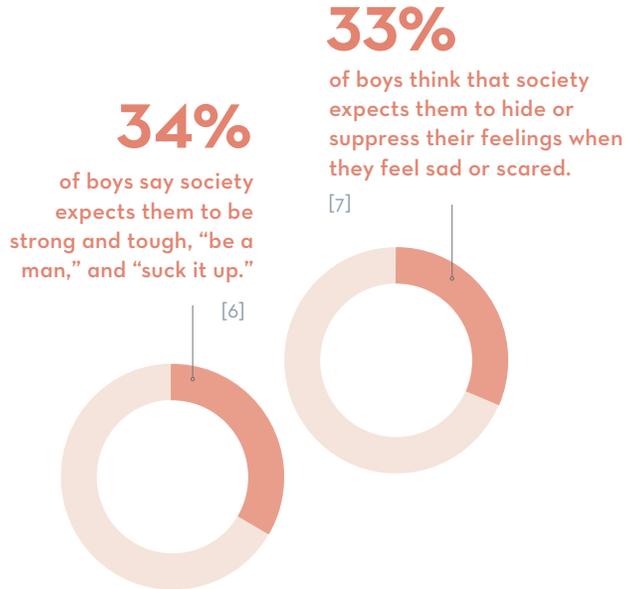
The characteristics that are traditionally thought to be typical of or suitable for men

The definition of masculinity is changing. Culture defines what is—and what isn't—masculine, and for centuries, the status quo has been one where masculinity is synonymous with hard power traits like pride, assertiveness, and resilience. But today, especially in the wake of the Me Too and Times Up movements, it's more clear than ever that the time has come to rethink masculinity—and how it informs leadership.

In a recent study conducted by Deloitte and The Female Quotient, 72 percent of respondents indicated that it was time for a “new definition of what a leader is in today’s world.” [1] They went on to rank the most important traits

that make a good leader. Two were hard power—and traditionally masculine—traits: *hard-working* and *confident*. But the other three were soft power traits, which are traditionally feminine: *communicative*, *flexible*, and *patient*.

As we rethink the definition of masculinity, we can also rethink how men and women collaborate in the workplace. Organizations benefit when women are in leadership roles. More than 85 percent of executives report that a diverse workforce is a key driver of innovation. [2] It is also good for business. Women control a staggering \$28 trillion of the \$35 trillion global consumer market, and it is essential that organizations reflect this dominant consumer base. [3]

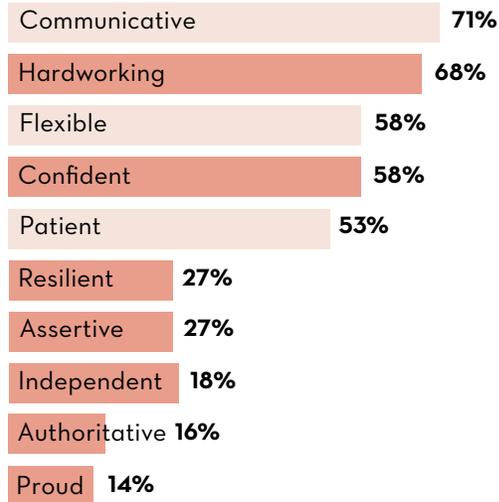


One of the most effective ways to break down gender barriers is to ensure that children aren't oppressed by sexist expectations. Language can be a root cause of this particular issue, asserts actor and filmmaker Justin Baldoni: “If you look up ‘masculine’ in the dictionary, it’s

all of these adjectives that are used to describe power, strength, and force and all of these very aggressive qualities. And if you look up ‘feminine’ it’s literally the opposite—even down to one of the definitions of feminine is used as an example in music as a historically weak beat. It’s ingrained in our psyche and in our culture, and I think that we really need to be mindful of the way we use these words and the way we talk about ourselves and our own qualities,” he said in an interview with What Will It Take founder Marianne Schnall. [4]

A study by Plan International corroborates this: it found that 82 percent of boys have heard someone tell a boy he was “acting like a girl,” which they interpret to mean behavior that is implicitly emotional. However, nearly half of boys (49 percent) want to learn more about having the “right to feel any way you want and it doesn’t matter what people think.” [5] By banishing harmful stereotypes, and encouraging honest dialogues, we can flip the script on what it means to be masculine or feminine. Masculinity is changing—and we’ll all be better off because of it.

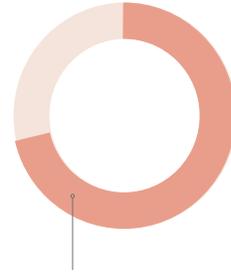
What are the most important values to make a good leader?



HARD POWER

SOFT POWER

[8]



72%
of people think that it's
time for a new definition
of "leader."

[9]

SOURCES:

- 1) Deloitte, *Shift/Forward: Redefining Leadership*, 2018.
- 2) Forbes, *Fostering Innovation Through a Diverse Workforce*, 2011.
- 3) Salesforce, "Why Gender Diversity is Good for Everyone," 2018.
- 4) Marianne Schnall, *WhatWillItTake.com*, 2018.
- 5) Plan International USA, *The State of Gender Equality for U.S. Adolescents*, 2018.
- 6) Plan International USA, *The State of Gender Equality for U.S. Adolescents*, 2018.
- 7) Plan International USA, *The State of Gender Equality for U.S. Adolescents*, 2018.
- 8) Deloitte, *Shift/Forward: Redefining Leadership*, 2018.
- 9) Deloitte, *Shift/Forward: Redefining Leadership*, 2018.

What Men are Really Thinking at Work

In early 2018, two movements—Me Too and Time’s Up—sparked a global conversation about women’s issues. With it came a new understanding of the barriers that women face throughout their lives, from the classroom to the workplace and beyond.

What is on men’s minds?

To find out more about the men’s perception of—and questions about—gender relations at work, The Harris Poll on behalf of The Female Quotient surveyed 472 males between the ages of 21-64 who are employed full-time. [1] The study found that about 90 percent of working men are aware of recent movements like Me Too and Time’s Up, though only one quarter of them have taken pause and questioned their interactions with female colleagues.

When asked what they wanted to know about interacting with women at work, responses varied, but a few key themes emerged:

- How to approach and communicate with women
- How to differentiate between appropriate and inappropriate behavior
- What women think of men



These results mirror national trends. A study conducted by *Glamour* and *GQ* found that 47 percent of surveyed men hadn't discussed Me Too with anyone. [2] *The New York Times* asked 615 men to reflect on their workplace conduct; about a third of respondents said they had done something in the past year that would qualify as objectionable behavior. [3]

That's not to say that men don't want to put their best, most human foot forward and connect with coworkers across gender barriers—but feelings of uncertainty often prevail. An NBC study found that men were concerned about how to appropriately interact with females and how to be an effective ally. [4]

In the wake of Me Too, men have an opportunity to step up to the plate to promote equality. As we work towards an equal future, it's important for men to have the tools and knowledge to contribute to true progress.

SOURCES:

- 1) The Harris Poll on behalf of The Female Quotient, "Men's Perceptions of Gender Relations in the Workplace," Independent Survey, 2018.
- 2) Justine Harman & Benjy Hansen-Bundy, "What 1,147 Men Really Think About #MeToo," *Glamour*, 2018.
- 3) Jugal K. Patel, Troy Griggs, Claire Cain Miller, "We Asked 615 Men About How They Conduct Themselves at Work," *The New York Times*, 2017.
- 4) NBC News, "#ChangedByMeToo," 2018.



The Human Leader

In a 2018 op-ed for *The New York Times*, author Michael Ian Black observed:

“The past 50 years have redefined what it means to be female in America. Girls today are told that they can do anything, be anyone... Boys, though, have been left behind. No commensurate movement has emerged to help them navigate toward a full expression of their gender. It’s no longer enough to ‘be a man’—we no longer even know what that means.” ^[1]

You are the person that the boys of today—the men of tomorrow—look up to. And you have the opportunity to lead by example.

A human leader _____.

As we rework how gender informs our lives, it is crucial that we also evolve our behaviors in the workplace. A human leader of today:

MAKES IT A MISSION TO END SEXISM IN THE

WORKPLACE. Male allies are an essential ingredient to an equitable workplace. Take responsibility for creating a gender balance in your organization—and be transparent about your efforts to do so.

SUPPORTS THE ADVANCEMENT OF WOMEN.

Research indicates that organizations with more women in leadership see less instances of sexual harassment. By promoting women, you are also investing in the strength of your workplace. [2]

MAKES SPACE FOR WOMEN TO COLLABORATE.

Mentorship programs, monthly meetings, or brown bag lunches create a space for women to share their experiences and support career goals.

PRIORITIZES BYSTANDER TRAINING. We've all

heard the “see something, say something” adage—but actually doing it can be more of a challenge. Invest in bystander training to give your team the tools to take action if they witness harassment in the workplace. [3]

ENCOURAGES THE USE OF WORK-LIFE

FLEXIBILITY BENEFITS (AND USES THEM, TOO).

Lead by example. By normalizing the use of work-life flexibility benefits, you're creating a workplace where every employee can manage personal responsibilities and also succeed at work. [4]

SETS THE TONE. Shed the gendered traditions that

have defined workplaces of the past and identify norms—from the language you use to how meetings are structured—that might be impeding equality.

“We need to rewrite the rules for today’s modern workplace so that everyone can thrive and be their best self.”

– Shelley Zalis, CEO, The Female Quotient

SOURCES:

- 1) Michael Ian Black, “The Boys Are Not All Right,” The New York Times, 2018.
- 2) Frank Dobbin & Alexandra Kalev, “Training Programs and Reporting Systems Won’t End Sexual Harassment. Promoting More Women Will,” Harvard Business Review, 2017.
- 3) Sharyn Potter & Mary Maynihan, “Bringing in the Bystander In-Person Prevention Program to a U.S. Military Installation: Results From a Pilot Study,” Military Medicine, Vol. 176, Iss. 8, 2011.
- 4) Catalyst, *Actions Men Can Take to Create an Inclusive Workplace*, 2017.

Action Steps for Change: Making Equality a Reality

There's power in equality.

We're up against a gender imbalance that has spanned centuries. But as we equally distribute power between men and women, we see the potential that it has to shift our society for the better. Gender equality isn't just a moral imperative; it's also good for the business: recent research by McKinsey found that gender-diverse organizations are 21% more likely to experience above-average profits. [1]



An equal workplace starts with you.

The face of masculinity is changing. We can leverage this shift to drive gender equality—both in the workplace and in the wider world. Use these action steps to be an agent of change in your organization:

BALANCE THE HIRING SCALE.

WHY IT MATTERS: Unconscious bias bleeds into hiring, and it tends to favor men. In the STEM field, for example, men are almost fifteen times more likely to hire a man than they are a woman. [2]

WHAT TO DO ABOUT IT: A strong company culture is a diverse one. There are a few tools that leaders can employ to establish an inclusive workplace from the outset:

- **Rethink your recruiting language.** The language you use in a job posting can impact who applies for it. Consider using an augmented writing tool like Textio,

which screens content to ensure you're setting an inclusive tone.

- **Standardize the process.** Create a level playing field where every candidate has an equal opportunity to succeed. Ask the same questions in each interview and use a consistent matrix to assess each candidate.
- **Diversify your hiring board.** Make sure that your interview panel is comprised of men and women—and include staff of varying seniorities in the process. This will bring a diverse mix of perspectives into hiring decisions.

DON'T ASSIGN A PERSON'S AMBITION AND ABILITY BASED ON THEIR GENDER.

WHY IT MATTERS: The talents and career goals of men and women are often seen as divided. The traditional belief that “men work well with things and women work well with people” diminishes the potential of women, particularly in certain fields, like STEM. [3]

WHAT TO DO ABOUT IT: Position yourself as a leader who invests in your employees—and who lets them tell you what they want to invest in. To do this, you can:

- **Stand behind female leadership.** Corporate boards are mostly male—and mostly white. [4] Support your female colleagues. Foster their growth into leadership roles and, where appropriate, advocate for their advancement.
- **Get to know what motivates your employees.** Give employees the opportunity to share their professional

goals and open pathways [e.g. regular check-ins, office hours, mentor lunches] to help them achieve them.

- **Create a mentorship program.** Pair emerging talent with senior-level staff through a formal mentoring program. By giving entry- to mid-level staff resources to succeed, you're helping them meet their career goals—and creating a stronger workplace in the process.

BE AN ALLY.

WHY IT MATTERS: Women make up more than half the workforce, yet are chronically underrepresented—in the boardroom, in leadership roles, and even in meetings. As an ally, men can support the success of women in the workplace.

WHAT TO DO ABOUT IT: Traditionally, women have less access to opportunities to equitably contribute within their workplace. To change this, you can:

- **Ask questions.** It's okay if you don't have all the answers. Don't be afraid to ask questions of your female

colleagues—and make it known that you are open to advice about how to improve your inclusion efforts.

- **Start a dialogue.** Women's issues are often buried in the workplace. Instead of waiting for women to start the conversation, take the reins: create a monthly meeting or resource exchange to move the needle.
- **Give women space to speak.** Research indicates that men's voices dominate 75 percent of meeting time. [5] Make a conscious effort to give female colleagues an opportunity to share their perspective.

CHAMPION EQUALITY IN EVERY PART OF YOUR LIFE.

WHY IT MATTERS: The ambitions of boys and girls mirror each other, but there is a disparity in societal expectations, as a Plan International study pointed out: 71 percent of girls and 75 percent of boys say a successful career is a “very important” goal in their life, but 54 percent of adolescents



say that they are “more comfortable with women having traditional roles in society, such as caring for children and family. [6] Gender norms take hold at a young age; a recent global study found that children believe gender stereotypes by age 10. [7] The more that equality is upheld within the home, the more it will translate into the workplace and beyond.

WHAT TO DO ABOUT IT: When children experience unequal rights in their homes, they project this same mindset into the outside world. To walk the equality talk in every realm of your life, you can:

- **Redraft the household roles and responsibilities.** If you live by one rule in your household, make it that equality reigns supreme. Ensure that women don’t bear the the brunt of the burden of stereotypically “female” tasks, from cleaning up the house to cooking dinner.
- **Drop gendered phrases from your lexicon.** The language we use is an indicator of our world view—and informs our children’s. Banish charged phrases like “boys will be boys” or “cry like a girl.” A small collection of words can have a big collective impact on a child’s perception of gender.
- **Foster an empathetic environment.** When you reveal your “soft” emotions, you give others in your life permission to also be vulnerable. This facilitates honest conversations and encourages empathy to take center stage.

SOURCES:

1) McKinsey & Company, *Delivering Through Diversity*, 2018. 2) American Association of University Women, *Why Are There Still so Few Women in Engineering and Computing?*, 2015. 3) Jessi L. Smith, Karyn L. Lewis, Lauren Hawthorne, and Sara D. Hodges, “When Trying Hard Isn’t Natural Women’s Belonging With and Motivation for Male-Dominated STEM Fields as a Function of Effort Expenditure Concerns,” *Personality and Social Psychology Bulletin*, vol. 39, no. 2, 2013. 4) Spencer Stuart, *Spencer Stuart U.S. Board Index*, 2017. 5) Sarah Granger, “Want to Be an Ally to Women at Work? Here Are Five Things Men in Tech Have Been Doing,” *Slate*, 2018. 6) Plan International USA, *The State of Gender Equality for U.S. Adolescents*, 2018. 7) Robert W. Blum, Kristin Mmari, Caroline Moreau, “It Begins at 10: How Gender Expectations Shape Early Adolescence Around the World,” *Journal of Adolescent Health*, 2017.



Change starts with a conversation

That concept is at the heart of the Man Enough movement, which invites men to sit down together, have a no-holds-barred chat, and challenge the unwritten rules of traditional masculinity.

Want to open up a dialogue with other men in your life? Use Man Enough's five guiding principles to facilitate a candid and constructive conversation:

1. This is a space where we have permission to let our guards down and take our masks off.
2. Everything we talk about stays in this conversation.
3. Have a baseline of respect for one another.
4. This is a conversation, not a debate.
5. Give each other props for just showing up to this conversation.

Courtesy of "Man Enough: A Conversation Guide" (2018).

In conversation with Tony Porter, CEO of A Call to Men

An excerpt from Tony Porter's 2010 TED Talk, which was named by GQ as one of the "Top 10 TED Talks Every Man Should See."



Growing up as a boy, we were taught that men had to be tough, had to be strong, had to be courageous, dominating—no pain, no emotions, with the exception of anger—and definitely no fear; that men are in charge, which means women are not; that men lead, and you should just follow and do what we say; that men are superior; women are inferior; that men are strong; women are weak; that women are of less value, property of men, and objects, particularly sexual objects. I've later come to know that to be the collective socialization of men, better known as the "man box." See, this man box has in it all the ingredients of how we define

what it means to be a man. Now I also want to say, without a doubt, there are some wonderful, wonderful, absolutely wonderful things about being a man. But at the same time, there's some stuff that's just straight up twisted, and we really need to begin to challenge, look at it and really get in the process of deconstructing, redefining, what we come to know as manhood.

I remember asking a nine-year-old boy, "What would life be like for you, if you didn't have to adhere to this man box?" He said to me, "I would be free."

Expert Interviews

Collaboration drives change. We've tapped into the power of the pack, drawing from the insights and experiences of corporate leaders and experts to find out how men can be men of action—and how we all can work together to achieve a more human workplace.



Gary Barker

PRESIDENT & CEO,
PROMUNDO

Promundo is a leader in engaging men in gender equality initiatives. What are some of the most effective ways that organizations can do this?

We often assume that we know where men stand on these issues. But it's important for companies to have the bravery and insight to ask, "Do we know where the men in our workplace are at when they think about equality? How much support for women's leadership is there?" We need to take a baseline assessment of where men in our corporations actually stand.

We also spend a lot of time telling men what not to do. But when trying to get a baseline assessment on your workplace, you can make a map of what women are saying, as well as the attitudes and opinions of the guys who kind of already 'get it.' Focus on the men who know what equitable parental leave looks like, who know how to support female workers, who know how to call out male peers who harass female peers. Most of the male allies that we need are here in our midst—we just need to support them to be able to do it and to learn from and invest in what's motivated them

I think men also need to acknowledge that, sometimes, it is a zero-sum game. Some men might take a loss. We need to acknowledge that this might be painful. Buckle your seatbelt, get used to it: this is what equality looks like, and you might have to give something up.

But it's also important for men to remember

that, with equality, our lives get better, too. Men have a stake in this.

A lot of men say that they want to be allies to their female coworkers but they don't quite know how to navigate that. Do you have any practical advice to give to them?

There are three words that are often really tough for men to say: "I don't know." Men are so good at jumping on the white horse and going into 'here to the rescue' mode. But I think many women respond to that with: "No, I actually need you to stand back and listen to me." Men are taught from a very young age to defend themselves—and to defend other men. Instead, it's important to take a step back and say, "Maybe I do need to listen here."

Men also need to be willing to confront other men. In so much of the sexual harassment we've seen come to light lately, it's clear how much other men are complicit in watching it happen. We're worried about losing power—and we're worried about offenders using their power to hurt us at work. But we men need to be brave enough—and to feel it's our responsibility—to call out other men when we see things we feel on our gut is wrong.

I think men should also ask other guys for advice—that's something we don't do a lot of. We need to build trust with our colleagues, and to tell one another what we think is appropriate and inappropriate.

“Men are taught from a very young age to defend themselves—and to defend other men. Instead, it’s important to take a step back and say, “Maybe I do need to listen here.”

Your International Men and Gender Equality Survey (IMAGES) measures men’s attitudes and practices—along with women’s opinions and reports of men’s practices—on a variety of topics related to gender equality. Can you share a few key findings?

Our survey covers 36 countries across Africa, parts of Asia, Eastern and Central Europe, Latin America, and the Middle East—so, it collects data from conservative countries where inequitable views prevail, to countries where men have been bought into gender equality to a greater degree. Overall, men have a pretty positive—if ambivalent—view

towards gender equality. Lots of men get why feminism matters, and women’s empowerment efforts feel normal to them.

Opposition shows up when men have to give something up to achieve equality, like quotas for female hiring or leadership positions or policies around pay equality. When we see guys who are supportive of things where they would have to give something up, it’s typically because they’ve seen how it impacts their sister, mom, their own female partner, or their daughters. They’ve seen how women in their lives have benefited when the world was more equal.

We’ve got a ways to go. We want men both to see how equality benefits them and why it’s the right thing to do. IMAGES shows us that we’re on track to winning the battle. So that’s useful as we’re thinking toward the future. Optimism helps us move forward. When men buy into a more equitable version of manhood, their lives get better: we have data that shows that men who believe in gender equality are happier, healthier, and report that they have better relationships with female partners.

IMAGES contains some interesting themes about economic stability and how it relates to gender equality.

Right. Men who are economically stressed, men who worry: “Am I making enough? Am I about to be let go? Am I comfortable that I’m able to provide for myself and if I’m in a family, with my

family?”—they often act in ways that are harmful to themselves and others. So, men’s wellbeing matters, too. It’s important for the corporate sector to push gender equality at the top and ensure that all workers, at all levels, feel like they have reasonable economic stability.

“Be a man” is a phrase that we hear a lot. What do you think it means to be a man today? Or should we kill that phrase altogether?

Yeah, I’d go for getting rid of it unless we just add the two letters: “be a human.” And I think we need to talk about what being a good human means.

Much of our work has to be about unraveling the multiple ways that boys have been told to not be their true selves: selves that are inherently caring and connection-seeking. We as men need to be able to show that we’re vulnerable and that we thrive better with others, rather than alone. We need to be able to show our emotions in expressive, thoughtful, and non-violent ways—and realize that it’s much better than either bottling it up until it explodes or pretending that we don’t have these deep feelings.

Finally, we need to tap into what I think is man’s own innate belief that equality is better than inequality—we’re not teaching men and boys to be something that they don’t already want to be. This approach helps us understand that we don’t need to remake boys; we need to actually let them be who, in their heart of hearts, most of us want to be. ■

The Female Quotient collaborated with Deloitte on Shift/Forward, a new research report that examines the future of leadership. One of the key findings was the rise of the Human CEO. Can you explain what this is, and how anyone, at any level, can embody it?

The Human CEO is a new definition of leadership that prioritizes a leader's human qualities. At their core, Human CEOs are about connection. Our strongest desires as human beings are to belong and connect; this energy is what fuels relationships. It fuels meaning and purpose. It makes us human. Human CEOs lead with this humanity as a core value; they're passionate about growth, and lead with compassion, curiosity and the courage to set a new example on what it means to inspire others to elevate the human experience.

In the marketplace, I think the rise of the Human CEO is a direct result of the material shift we're seeing where companies are responding to changing consumer expectations, and trying to engage and connect with customers in a more human way. In the workplace, Human CEOs are able to authentically demonstrate confidence and strength, then amplify this tone throughout the organization. This new kind of leader is assertive and ambitious in setting strategic direction, communicative and empathetic when dealing with colleagues. Today's workforce wants vulnerable leaders with the humility to speak about their own

shortcomings, and the courage to hold themselves accountable. When leaders do this, employees are not only inspired personally, but are excited about the future of the organization as a whole.

We consider anyone who shows this kind leadership a Human CEO. This is an important point: inclusivity means anyone can step up and lead by example. Anyone can cultivate open, transparent, and inclusive environments where authenticity is encouraged and valued.

What is the gender dividend?

The gender dividend is a business case for investing in women as a source of economic growth. The case is this: in a rapidly changing global economy, leaders are scrambling to find an effective way to sustain growth. While the usual levers—geography, industry, technology—still apply, talent is critical to staying competitive. But despite the growing number of qualified women in the workforce, the female talent pool is still underutilized. In Europe, women make up 45 percent of the workforce—with more than half college graduates—yet only 11 percent are corporate executives. And with the increasing power of women as consumers, bringing women into decision-making roles is more important than ever to help tap this growing market. Already, women control roughly US\$20 trillion of total consumer spending globally and influence up to 80 percent of buying decisions.



Anthony Stephan

NATIONAL MANAGING PARTNER,
CUSTOMER & MARKETING OFFERINGS,
DELOITTE CONSULTING

So acknowledging and investing in women can yield a significant return—a gender dividend. To fully capitalize on this, countries and organizations must go beyond policies that focus on discrimination, and develop solid strategies aimed at integrating women at every level. This will require building a strong, dual-focused business case that considers women as both workers and consumers, and lays out the rationale behind why governments and organizations must look to women as key to their economic growth.

Deloitte was named to *Fortune Magazine's* Best Workplaces for Women list in 2017. What have been a few of the most successful ways you have created an inclusive workplace for all employees?

Deloitte has been formally focused on inclusion for over 25 years, creating an inclusive workplace for all employees in two ways: leading by example through talent and leadership, and setting the bar through workplace programs.

Leading by example, we're proud to be an organization of firsts. Sharon Allen: first female chairman of a Big Four firm. Joe Echevarria: first minority COE of a Big Four firm. Punit Renjen: first minority chairman of a Big Four firm. Cathy Engelbert: first female CEO of a Big Four firm. Janet Foutty: first female CEO of a large consulting firm.

And we set the bar with industry-leading,

inclusive workplace programs. Our Paid Family Leave recognizes the changing family dynamics and emerging needs of Deloitte's professionals—both men and women—and is the first of its kind for professional services. It includes up to 16 weeks of paid time away for caregiving beyond traditional parental leave, including caring for a family member with a serious health condition. Our Inclusion Councils are revolutionizing the way professionals connect. These councils bring together people from different functions, backgrounds, and experiences to engage in events related to community impact, well-being, development, and inclusion. Sample events: tutoring in inner city schools, yoga classes, or lunch-and-learns focused on topics like unconscious-bias or inclusive leadership. We've also taken a bold stance on LGBTQ equality by publicly supporting marriage equality, and providing tax equalization benefits and medical coverage to domestic partners.

How can men take actionable steps to be better allies to their female colleagues?

Great question. Here are some that any man can take to heart. First, consider amplifying your female colleagues. We know from research that women are more likely than men to be interrupted in meetings, and have their ideas taken seriously only when men reiterate them. So if you hear a woman at work being interrupted, or her ideas

“If you hear a woman at work being interrupted, or her ideas being hijacked, speak up. Make sure credit goes where credit is due.”

being hijacked, speak up. Make sure credit goes where credit is due.

Next—and this is related—listen. Just listen. Make space for female colleagues who may not have been raised to aggressively make their points in conversation. Validate their experiences when communicated, even if they're making you uncomfortable by calling you out. Try to understand that experience, which will be profoundly different than your own. Listening can also extend to how you respond to male colleagues who consciously or unconsciously marginalize women when around other men. Then it's your turn to call someone out.

And finally, serve as a sponsor or mentor. We know this can have a career-accelerator effect, but it's common (if understandable) for men to sponsor or mentor people who remind them of themselves when they were young. If you want to help someone just starting out in their career, consider being more intentional and more inclusive: support someone who's underrepresented in corporate leadership. There will be dividends down the road. ■

“The more a company can tie their perspective on gender equality to company values, the better. When an organization connects these values to who they truly are, they do it in a way that doesn’t alienate one group from the other.”

What is the most critical issue for men and women in the workplace right now?

The workplace has changed. Hands down. There are more studies emerging that show that having diversity in the workplace—having both genders, and having them at senior levels—is good for business. Five to ten years ago, there just wasn’t as much data supporting that idea.

It’s also a really important issue for Millennials and Gen Z. Let’s say someone has a couple of job offers. Diversity is something that is important to him or her—and they will make job decisions based on a company’s strength in that area. So, to stay competitive, companies need to make this really a central issue.

Do you think that things have gotten better, worse, or the same for men and women working side-by-side in the workplace?

In light of Me Too, things are strained for many organizations at the moment. But from many people’s perspective, they’re really glad that what was going on behind the scenes has been brought to light. Now, all of these issues are out in the open—and organizations have to deal with it.

As an organizational leader, how would you make men cognizant of the more subtle, everyday sexism that women face, and how do you



Erica Keswin

WORKPLACE STRATEGIST,
AUTHOR, AND FOUNDER,
THE SPAGHETTI PROJECT

“Companies need to be open to having real conversations—and admit that this isn’t easy. Then we can get together, talk about it, and make progress.”

make them recognize that this is something they can change?

I would focus on making people—not just men—more cognizant of the issues. For example, when we say we need to “make men cognizant,” we’re already creating this divide. Even women can learn more about these dynamics.

The more a company can tie their perspective on gender equality to company values, the better. Take General Mills, for example. They have a very strong value system around the importance of diversity and inclusion. When an organization connects these values to who they truly are, they do it in a way that doesn’t alienate one group from the other.

Finally, a company needs to be willing to hold people accountable to adhering to these values—even the people who are very successful and good for your bottom line. The day that you hold someone accountable and make a hard decision is when you make everybody cognizant of how important these values are to your company. In my book, I call it “playing the long game.” You’ve got to play the long game if you’re going to make short-term decisions, especially on specific personnel.

How can organizations fight sexism while also fostering a more collaborative workplace environment?

This is cliché, but it really does start at the top. You have to hold the leaders accountable.

I also think that companies need to be open to having real conversations—and admit that this isn’t easy. Then we can get together, talk about it, and make progress. It’s important to create a forum where people feel safe to talk about issues. Accenture, for example, has a program called “Building Bridges,” which is an open forum where people can discuss sensitive topics.

What are some ways that anyone can be a champion of women in the workplace?

Get involved in your company’s mentoring program. And if you don’t have one, think about starting one. We all have to take responsibility for

this. Don’t just wait for a top-down perspective; this is an issue that all of us have to work to improve.

I’d also think about situations where men and women are together a lot—for example, in meetings. This might be a way to really be aware of the dynamics. If you’re in a meeting where the men are doing 90 percent of the talking, you can stop and say, “Hey, this is a really important issue. Let’s get everybody’s opinions on this one.” It’s a simple way to ensure that everyone has the opportunity to make their voice heard.

Finally, if you’re a hiring manager, you need to work with your recruiters and say, “If we want to get better at changing the power dynamic, you need to show me more women.” The numbers don’t lie, and getting more female talent in the recruiting pipeline is key.

You just released a new book, *Bring Your Human to Work*. Can you walk through the concept of “bringing your human to work”?

As I was gathering stories for *Bring Your Human to Work*, the common thread was how people within companies can honor relationships. When we talk about honoring relationships, it’s with our colleague, it’s with our boss, it’s with our direct reports, it’s with our clients and customers it’s with the earth.. It’s with ourselves. If we can make decisions at work—or really in life—through that lens, we will all be better off. ■

Sean Moran

HEAD OF MARKETING & PARTNER SOLUTIONS, VIACOM



From #SeeHer to #SoundOn, Viacom has become a powerful voice for equality in media. Why is it important for not just women, but also men, to see bias-free media?

As a company, it's key for us to accurately represent our incredibly diverse and global audience, and to do that, we need to have employees that understand and reflect that consumer.

We have always stood for what's right at Viacom; it's part of our DNA, and through all of our work, we are trying to leave a positive impact on the world. This ties back to Nickelodeon, which has always portrayed female characters who were smart, engaging, brave and really authentic—from Game Shakers, which introduced girl coders, to Nella the Princess Knight. We've partnered with the #SeeHer campaign, and we launched a program called A Woman Did That, that highlights accomplishments women have achieved throughout history. This has also been a real passion point at MTV: For example, we were a trailblazer when we eliminated separate categories for Best Male and Female Performance at the MTV Movie and TV Awards a few years ago and introduced gender-agnostic awards.

I have four young boys, between the ages of 9 and 16. I want them to grow up in a world where they see women represented equally. That's what my wife and I teach. It's so important that this next generation is not raised in an era of old fashioned

stereotypes, and this has been key for me in my own personal journey as a father, partner, leader and colleague.

In your experience, are gender dynamics shifting in the workplace? If yes, how so?

They are, but not fast enough. I've been really encouraged by the growing numbers of women

“Equality is not just the right thing to do—there's also a real market advantage. Business has never been more complex, so we have to make sure that we're tapping into the power of talent across the entire organization instead of just listening to the voices of a few.”

in leadership positions throughout my career at Viacom, and my own team is reflective of this shift. The two executive vice presidents who lead core media sales domestically happen to be women, and 50 percent of our sales SVPs are represented by women.

Great ideas come from diversity, equality of thought and an environment that encourages feedback, input and open dialogue at all levels. As an industry, I like that we're not just talking about this issue, but we're actually coming together and taking action. We've seen the proof points over and over again, and society is better when women are fully and accurately represented in the world. I'm really passionate about making sure that people on my team and the people that I do business with feel this same spirit and effort.

How can both men and women bridge the gender divide and support each other?

I think empathetic leadership plays a huge role. I've been fortunate to work for great leaders who have in turn helped me develop and build an open, supportive and inclusive culture. For me, you have to lead by example—it starts at the top. I see this through our CEO, Bob Bakish; I see it in the makeup of Viacom's board; and I see it in Bob's senior leadership team.

The most successful teams are the most dynamic, built on diversity of thought, skills, different

“We’ve seen the proof points over and over again, and society is better when women are fully and accurately represented in the world.”

life experiences and an environment that welcomes employees to bring their whole self to work. I really stress that here: You shouldn't have to change who you are when you walk through your office doors. If employees feel empowered to be themselves and do their best work, we all excel.

It's also important that individual contributors get involved and hold themselves accountable. I'm a proud ally and advocate for our internal employee resource group called HERE. When I took on my current role two years ago, I built a D&I task force to evaluate and address important questions on a regular basis: How can we do better at recruiting? How are we building career paths? How are we creating a supportive environment? Where can we improve? It shouldn't only be about championing

what we do well. I really want to hear about where we are falling short.

What is the business case for equality?

Equality is not just the right thing to do—there's also a real market advantage. Business has never been more complex, so we have to make sure that we're tapping into the power of talent across the entire organization instead of just listening to the voices of a few. As I mentioned before, teams operate at a higher level when there's a collective sense of belonging and purpose.

In my role, I work a lot with marketers who want to reach a broad base of consumers. Women make up 50 percent of the population, so if I'm missing the mark on any percentage of this marketplace by not accurately understanding or portraying them, then that's a failure. There's such an amazing amount of research that proves that diversity can boost innovation and employee engagement, and that companies with gender and racial diversity actually financially outperform their peers.

Ultimately, people from different backgrounds provide different thoughts and perspectives. It's so important to build that base, and then you will attract more diverse talent and keep the pipeline flowing. If you're a good leader, if you have an open mind to different thoughts and aren't intimidated by them, then you're going to digest all of those angles and deliver great results for your company. ■



Marc Pritchard

CHIEF BRAND OFFICER,
PROCTER & GAMBLE

You, personally, and Procter & Gamble are powerful champions of gender equality. What have been some of your most successful tactics to set new expectations for the workplace?

It starts by making it personal. When leaders are deeply committed from the heart, and willing to share their insights and passion, it helps bring others along. My moment of truth occurred 20 years ago. I was at a spiritual ranch in the Colorado mountains with my wife Betsy and our three young daughters. The leader of the ranch came to me and said, "I hope you realize the difference you could make... because business will be the greatest force for good in the future. The work you do affects popular culture. Your brands affect people every day. If you choose to do so, you can do a lot of good." It was a moment of clarity.

It so happened, we had just developed the new "Easy Breezy Beautiful" campaign. But we had a problem—the five new spokespeople were too young, too thin, and too white. They didn't accurately portray women, including multi-cultural diversity, and conveyed a stereotypical standard of beauty. The realization that our advertising affected perceptions on the standard of beauty struck me—especially as I looked at my daughters. So we changed—partnering with powerful women for a more accurate and positive portrayal of beauty, starting with Queen Latifah, who revolutionized the brand and women's empowerment.

Years later as CMO, Madonna Badger came

to a P&G event, and showed the film "Women Not Objects." It was another epiphany—that the images in advertising contribute to gender bias because they unconsciously embed memories that shape perceptions, attitudes and behaviors. That led to a public commitment to use our voice in advertising to be a force for good by addressing gender bias, and promoting gender equality. We reach 5 billion people every day, so the images we portray matter.

Externally, the creative community got it immediately, but internally, we had to make the business case. At a macro level, take the fact that women are still paid 20% less than men for the same job—that's outrageous. And McKinsey estimates that closing the gender gap on economic participation, including pay, could add \$28 trillion to the world's economy. That's a lot of purchasing power—that's good for growth! And when we started seeing brands with gender equal campaigns start to grow—like Always Like a Girl, SKII Marriage Market Takeover and Expiry Date, Olay Live Fearlessly, Ariel Share the Load—people believed that equality drives growth—and now it's a movement.

Beyond advertising, our CEO has made a commitment to gender equality, which makes a big difference. Our aspiration is to create a better world with equal representation and equal voices for women and men—where everyone sees equal. We know when that happens, organizations perform better, communities are healthier, and

“It feels like attitudes and mindsets are changing, new conversations are happening, and if we all keep pressing ahead, we will push through that tipping point, into true gender equality in everything we do.”

economies thrive. So, we have a goal to achieve a workforce that’s equal. Today, 46 percent of P&G managers are women and we’re committed to achieving 50/50 representation by 2020. Every business has goals which the CEO holds them accountable for delivering. We’ve changed staffing systems to intentionally assign women to the best, most challenging roles. We build skills through the Women’s Accelerator Program, and provide advice and support through 4,000 Lean In Circles. We also facilitate work-life integration through parental leave benefits, such as increased paid leave, and paid leave for adoptive parents, fathers and partners. And one more important action—we involve men. Gender equality is not a “women for women” effort, or something women need to “fix.” It takes all of us. So, in partnership with Catalyst, we offer Men Advocating Real Change or MARC training (great name by the way) to help men fulfill the role they can play to achieve gender equality inside and outside P&G.

Are you seeing an evolution in gender relations in the workplace?

The gender equality movement has gained strength in the past few years, with more conversations taking place, and some historic changes breaking through to change attitudes, mindsets and drive action. But in reality, progress is slow, even glacial.

Consider the fact that it was 150 years ago in Seneca Falls, New York that 68 women and 32 men drafted a 12-point set of resolutions calling for equality between women and men—in law, education, health care, employment, pay and voting rights. It took another 50 years for women to be granted the right to vote, and 55 years ago Congress passed The Equal Pay Act, making it illegal to pay a woman less than what a man would receive for the same job. More recently, people are stepping up for change, including last year’s Women’s March for human rights, and the Me Too movement which exposed the pervasiveness of sexual harassment and sparked an important worldwide conversation regarding women’s empowerment.

Yet, even with all of this effort for so many years, here are the facts: only 4 percent of Fortune 500 CEOs are women; only 19 percent of US Congress are women; women are still paid an average of 20 percent less for exactly the same job; women represent fewer than 25 percent of directors, VP, or President roles in business; and 29 percent of advertising inaccurately portrays women through some form of stereotyping, objectification, or diminished roles. And the progress is slow despite the fact that gender equality has been proven to create more value. In business, gender-diverse teams produce up to 13 percent better sales and earnings results. In advertising, gender-equal ads perform +10 percent higher in trust and produce +26 higher sales growth. And McKinsey estimates

“In business, gender-diverse teams produce up to 13 percent better sales and earnings results. In advertising, gender-equal ads perform +10 percent higher in trust and produce +26 higher sales growth.”

that closing the gender gap in pay and economic participation would add \$28 trillion to the world's economy.

So we're not there yet, and we have a long way to go, but there's hope. I'm optimistic, and many of us can't help but feel that we're getting close to the tipping point. It feels like attitudes and mindsets are changing, new conversations are happening, and if we all keep pressing ahead, we will push through that tipping point, into true gender equality in everything we do. That's why we've joined forces with 80 other companies in the ANA #SeeHer movement to accurately portray women and girls in advertising and media. That's why we're strong supporters of The Female Quotient and the Equality Lounges around the world. That's why we're part of Catalyst, MARC, Lean In, and the CEO Action for Diversity and Inclusion. We know that if all of us work together, we WILL get over that tipping point and achieve equality.

How can men and women work more effectively together and empower each other?

There is a lot of advice out there on this topic, but let me call out a few tips from a program from Men Advocating for Real Change (MARC) training I mentioned earlier.

Tell other men about your commitment to gender equality. Accept responsibility even though it's not your fault sexism exists.

Be attentive to the subtle ways that some men

may unconsciously cause women to feel diminished, such as interrupting women colleagues in meetings, validating or giving more weight to views expressed by men relative to those expressed by women, or laughing at sexist jokes. Avoid these behaviors and encourage your male colleagues to do so as well.

Don't shame or humiliate men who don't fit your notion of what a man should be. Allow every man the chance to define manhood for himself without judgment. Same with women.

Use work-life flexibility benefits, if you have them, such as paternity leaves, family leaves, and telecommuting, to manage your work and personal responsibilities.

Be attentive to whether men and women colleagues are being judged by different standards. For example, promotion criteria based more on "potential" for men and more on "demonstrated achievement" for women, or marital and parental status being unconsciously considered in personnel decisions concerning women but not men.

Get involved in your organization's gender-focused employee resource groups, or start one if your organization doesn't have one.

Speak up if you observe gender bias. Inaction is not ok. Be an agent of change. ■



Faith Popcorn

FUTURIST, AUTHOR, AND FOUNDER
& CEO, BRAINRESERVE

What does the gender landscape look like right now, both in the world and the workplace?

Things are shifting. There's a \$22 trillion transfer of wealth to females right now—and women now have more degrees than men. But when the rules change, the people that were at the top feel angry. So we're dealing with this wave of uncertainty.

And then when the Me Too movement brought down all these famous men, a lot of women had that “wow, I never thought that would happen” moment. Now, women can believe more in the system.

You've said that masculinity is evolving. What do you think the future of masculinity looks like?

It looks gender fluid. Right now, half of millennials say gender is a spectrum; it's not binary.

How can we, as organizations and as individuals, get to a place of less gender division?

We need to focus on the ‘human’ part. So, you're not a man, you're not a woman. You're a human. And when we focus on the humanity of all of us as people, that it gives us a larger platform to meet in the middle.

We're already seeing this play out. There's an interesting theme emerging in marketing called the “third aisle.” In stores, we already have a man aisle and a woman aisle, right? But the third aisle—which is emerging as a consumer favorite—is gender-free. It's less about having a “women's product” or a

“We need to focus on the ‘human’ part. When we focus on the humanity of all of us as people, that it gives us a larger platform to meet in the middle.”

“men's product.” Instead, it's about having a good product. The same concept applies to society; why have or be or do something gender-specific when the gender-free alternative is better?

What advice would you give to men in the workplace?

Traditionally, women don't have protection and representation. Men can't imagine what women have gone through. So, men need to be more comfortable meeting women in their situation. For men to get on some kind of friendly footing with women, they have to do a lot more to get the woman's confidence, to make the woman feel secure and understood. Only then will they be able to really get the woman's trust and be able to work with her. ■

You are a co-founder of the Inclusionary Leadership Group, which puts a focus on the business value of creating a full partnership between women and men. What is the business value of this partnership?

When companies have more gender equality, two things usually occur as a result. One of them is commercial, and one of them is cultural. Here's what I mean by that: In the commercial side, companies usually will make more money. We have a lot of different research partners that back this data; companies that have more women on the leadership level and demonstrate a commitment to gender equality, they make more money. On the cultural side, companies with more gender equality also have a happier workplace. This translates to higher retention rates of women workers, because they see more opportunities to move forward.

Now, if we want to just look at this from a strict business value standpoint, there are a couple of areas where gender equality pays off. One is customer satisfaction, another is productivity, another is profitability, and like I mentioned before, lower turnover inside of companies. After all, generally speaking, the way men and women think are in fact different. Smart guys will realize this and say, "You know what? Maybe I should be bringing in more perspectives and round out my team with more women." Those collective decisions are better for everybody, from company employees to end consumers.

What are some of the most effective ways to create an authentic, inclusive partnership between men and women in the workplace?

The best thing that men can do is to put themselves on what I call the ally's journey. That's a conscious commitment and what that basically means is to first acknowledge their bias and privilege, and second, to acknowledge that that bias and privilege has an impact.

A lot of guys talk about good intentions, but unconscious bias can creep in and yield a negative impact in the form of a microaggression on a woman or somebody in a marginalized group. It's what you do with that is critical. Can you clean it up and hold yourself accountable? Can you forgive yourself and acknowledge that you're human and resolve to do better? Absolutely.

This brings me to the third step of the ally's journey, which is connecting to the heart. Can you listen from a place of empathy and compassion when a woman or a marginalized member shares what it's like to work inside a company? How will that move you? Will it inspire you, in your humanness, to go to a place of a conscious partnership of the head and heart, where you can acknowledge your privilege and bias, and do something good with it? And then last but not least, commit to new practices with this newfound awareness. When I talk to folks about a conscious partnership of the head and the heart, I share with them that the

Ray Arata

KEYNOTE SPEAKER, BUSINESS COACH, AUTHOR, FOUNDER, BETTER MAN CONFERENCE & CO-FOUNDER, INCLUSIONARY LEADERSHIP GROUP



“I would describe the new model of masculinity as a conscious partnership of the head and the heart. To delve into that a little bit deeper, have a relationship with your emotions as opposed to a ignoring or stifling them.”

conscious heart piece is about emotional literacy and emotional awareness.

My invitation for women is to find an ally; look for a male colleague who your trust, and once you feel safe to share your story, invite him into a conversation around partnership. I also encourage women to acknowledge allies. It's not about guys getting “attaboys,” but we're trying to get men in the game here and we're going to make mistakes. On my ally journey, I was getting acknowlede-

ments all along the way. They functioned like a little bit of wind in my sail that informed me that I was headed in the right direction. And last but not least, women should give men direct, honest feedback. We can handle it. All this stuff goes a long way to creating authentic relationships between men and women in the workplace.

Have you witnessed a shift in workplace dynamics in the post-Me Too era? If yes, how so?

I'm seeing it everywhere, and I'm noticing a couple of things: One, clearly there's this fear and apprehension among men; we're minding our Ps and Qs. There is an upshot of this, which is a heightened awareness. In the most unlikely places, I've heard guys saying, “I'm not going to do that anymore” or, “I have a daughter.”

When guys say they're afraid, my retort is that recoiling, reframing, or reacting from fear is not the solution. In my work with men, I invite them to have a relationship with fear, to acknowledge it, and then to turn it into a character question. The easy thing for men to do is to put this on women and hit the eject button and say, “I'm too afraid to do this.” Instead, men have to trust themselves that they're capable of changing their ways.

If I press guys about how to act and behave, they know what to do. There are men that are laggards, there are men that are learners, and there are men that are leaders. I want to talk to

the guys who are learners and leaders, and invite them to lean into the fear, but keep going. Ask the question, “What kind of man do I want to be?”

In your book, *Wake Up, Man Up, Step Up*, you note that the old model of masculinity is outdated and ineffective in today's culture. What is the new model of masculinity? How can men embody it?

I would describe the new model of masculinity as a conscious partnership of the head and the heart. To delve into that a little bit deeper, have a relationship with your emotions as opposed to a ignoring or stifling them.

Vulnerability is a 21st century leadership skill. I encourage guys to think about this; being vulnerable is being real and showing your chinks in the armor—and this need to have armor is an outdated masculine norm. Whenever I share vulnerabilities, I ask people, women, initially, “Do you trust me more or less as a result of me telling you one of my secrets that I'd rather have you not know?” Invariably, the answer is that you trust me more. Vulnerability engenders trust.

I coach a lot of men who are just walking around with the old model of masculinity running them. These men are starving for feeling. They want to be open and connected, both to other guys and to women. This is the new, healthy model of masculinity. ■



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