



Allyship and Gender Bias in the Workplace

November 18, 2020

Thank you for inviting me!

-Brittany N. Cole

Encouraging & equipping leaders to thrive



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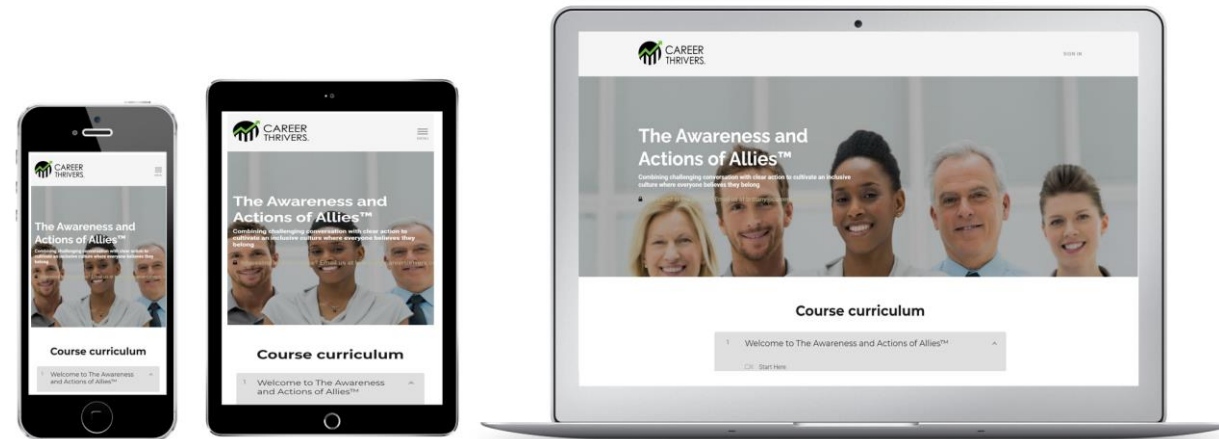


DEI Strategic Planning

Learning & Development

1:1 & Group Coaching

Partnerships & Events



OUR WHY

**Greater Awareness of the Impact
of Gender Bias in the Workplace
and *How to Take Intentional
Action* to be Allies for Women.**

- ▶ Bias—whether deliberate or unconscious—is holding women back in the workplace.
- ▶ It makes it harder for women to get hired and promoted and negatively impacts their day-to-day work experiences.
- ▶ This hurts women and makes it hard for companies to level the playing field.
- ▶ Today, we'll learn concrete steps to address biases that women face head-on.



Allyship & Gender Bias in the Workplace

Define Gender Bias

Understand what gender bias is and how it can look in the workplace

The Impact of Gender Bias

Learn the impact of gender bias on the state of women in Corporate America

Define Allyship

Define allyship and why it's critical for an inclusive culture

The Actions of Allies

Encourage participants with ways to take action against bias

1

2

3

4

I expect to be uncomfortable today.

Discomfort is an invitation to make a new decision.

In order to be a more inclusive leader, I will embrace discomfort because that is where growth happens.



Heidi Roizen, a venture capitalist at SOFTBANK Venture Capital and co-founder of a very successful tech company.

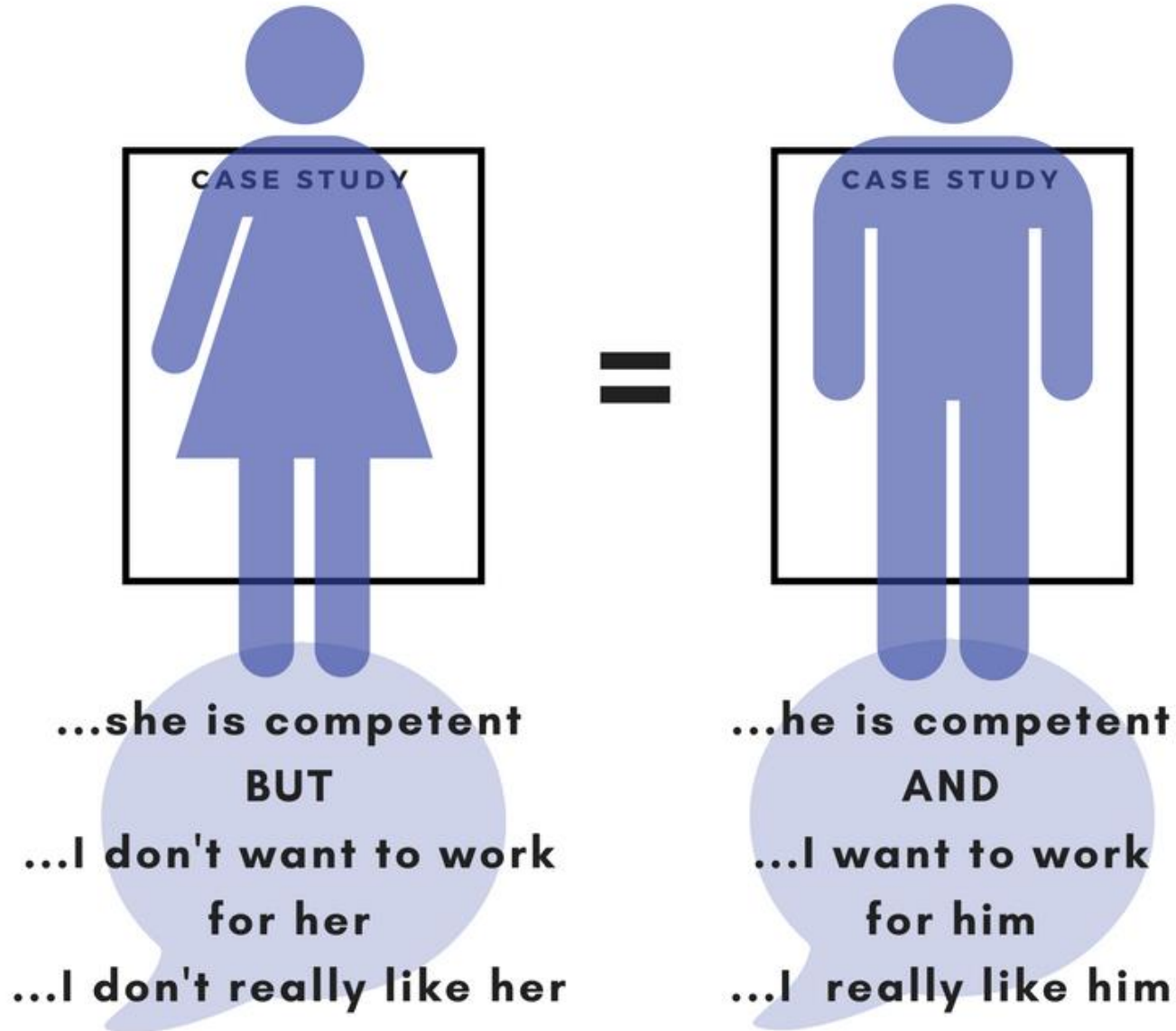
She maintains an extensive personal and professional network – Bill Gates, etc. She leverages this network to benefit both herself and others.

The original case considers the steps she's taken to build and cultivate a network that is both broad and deep.

Columbia Business School, Heidi < Howard

COMPETENCE/LIKEABILITY DILEMMA

HEIDI vs "HOWARD"



- The prototypical leader is male (according to male *and female* students)
- Heidi can't be competent and likeable at the same time
- What is celebrated as entrepreneurial, self-confident, and vision in a man is perceived as arrogance and self-promotion in a woman.

Our bias is rooted in biology.

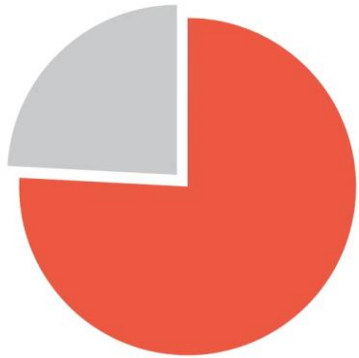
Unconscious bias is everywhere.

What is gender bias?

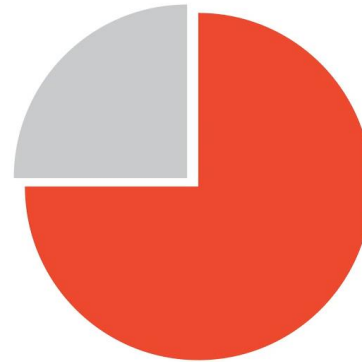
a form of unconscious bias, or implicit bias, where there's a tendency to prefer one gender over another



Project Implicit®



76% of participants
associate men with
career and women
with family



75% show preference
for white people over
Black people

Overview: common biases women experience at work

OVERVIEW: MICROAGGRESSIONS

Microaggressions are comments and actions that demean or dismiss someone based on their gender, race, or other aspects of their identity.

Some groups of women experience them even more often:

- ▶ Black women are nearly 2.5x more likely than white women to hear someone at work express surprise about their language skills or other abilities
- ▶ Lesbian and bisexual women and women with disabilities are far more likely than other women to hear demeaning remarks about themselves or others like them

OVERVIEW: COMMON BIASES WOMEN EXPERIENCE AT WORK



Likeability bias

Likeability bias is rooted in age-old expectations. We expect men to be assertive, so when they lead, it feels natural. We expect women to be kind and communal, so when they assert themselves, we like them less.²⁶



Performance bias

Performance bias is based on deep-rooted—and incorrect—assumptions about women's and men's abilities. We tend to underestimate women's performance and overestimate men's.¹⁴



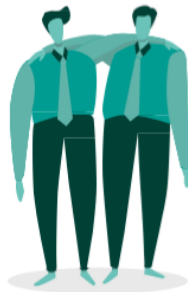
Maternal bias

Motherhood triggers false assumptions that women are less committed to their careers—and even less competent.³⁰



Attribution bias

Attribution bias is closely linked to performance bias. Because we see women as less competent than men, we tend to give them less credit for accomplishments and blame them more for mistakes.²⁰



Affinity bias

Affinity bias is what it sounds like: we gravitate toward people like ourselves in appearance, beliefs, and background. And we may avoid or even dislike people who are different from us.³⁶



Double discrimination & intersectionality

Bias isn't limited to gender. Women can also experience biases due to their race, sexual orientation, a disability, or other aspects of their identity.

Recent Research on the Impact of Gender Bias



Women in the Workplace

2020

As a result of these dynamics, **1 in 4 women** are contemplating what many would have considered unthinkable less than a year ago: downshifting their careers or leaving the workforce.



CORPORATE AMERICA
IS AT A CRITICAL
CROSSROADS



The pandemic is a health and financial crisis that has turned people's lives and workplaces upside down. Many employees are **exhausted and burned out**. Women have been negatively impacted, and three groups are facing distinct challenges: **mothers, senior-level women, and Black women.**



Women—especially **women of color**—are **more likely to have been laid off or furloughed** during the Covid-19 crisis¹, stalling their careers and jeopardizing their financial security.


<https://womenintheworkplace.com/>

Intersectionality

Kimberle' Williams Crenshaw 1989

Is the interconnected nature of identities such as race, class, and sexuality, and how being part of several marginalized groups can compound experiences of discrimination.

HOW DIFFERENT GROUPS OF WOMEN ARE FEELING DURING COVID-19

BETTER EXPERIENCE  WORSE EXPERIENCE

% of employees who have felt. . .

Comparison of LGBTQ+ women and women with disabilities to men and women overall

ALL MEN	ALL WOMEN	LGBTQ+ WOMEN	WOMEN WITH DISABILITIES
46%	53%	58%	61%
31%	37%	43%	46%
28%	32%	37%	40%
10%	11%	12%	22%
20%	22%	25%	36%
7%	9%	16%	15%
9%	13%	20%	24%

Comparison of women by race and ethnicity

WHITE WOMEN	ASIAN WOMEN	LATINAS	BLACK WOMEN
55%	47%	49%	47%
37%	37%	34%	40%
33%	30%	27%	33%
11%	10%	10%	17%
22%	18%	19%	23%
7%	7%	8%	22%
13%	12%	14%	16%

Stressed

Exhausted

Burned out

Excluded

In the dark

Can't talk about impact of current events

Discomfort sharing challenges





POLLS

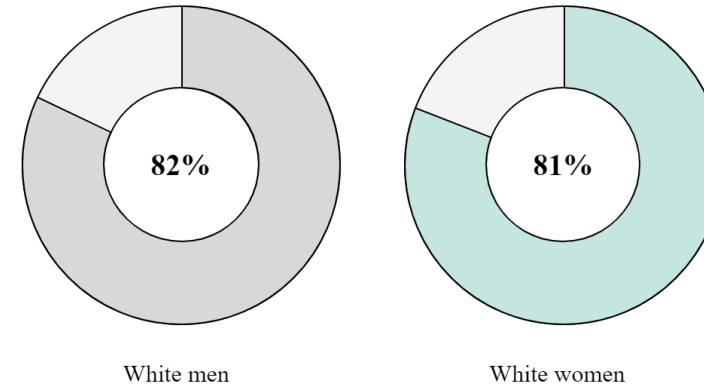
White employees see themselves as allies—but Black women and Latinas disagree

JUNE 19-25, 2020	7,406 RESPONDENTS	7 QUESTIONS
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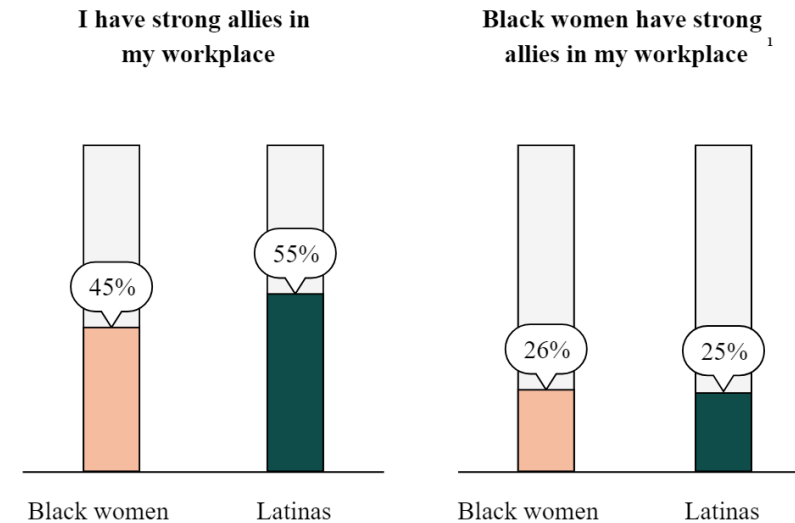
Most white employees see themselves as allies to people of color at work

When “allyship” is defined as “using one’s power or position to support or advocate for coworkers with less power or status,” more than 80 percent of white women and men say that they see themselves as allies to colleagues of other races and ethnicities.



However, many Black women and Latinas don't feel they have strong allies at work

Despite an overwhelming majority of white employees seeing themselves as allies, less than half of Black women and only slightly more than half of Latinas feel they have strong allies at work. Additionally, only about a quarter of Black women and Latinas say it's mostly accurate that Black women have strong allies in their workplace.



Awareness isn't enough. Unconscious bias is everywhere.
In order to make the workplace more equitable,

**develop inclusive leadership skills that focus on
conscious and clearly defined behaviors.**



■ Leadership Development

The Awareness and Actions of Allies™

SERIES INTERACTIVE LEARNING EXPERIENCE

*Building awareness and skills to take
Action to cultivate an inclusive culture*

The goal of this training is to help leaders develop their understanding of different mindsets through awareness of their behavioral comfort zone and determine actions that will help cultivate an inclusive culture through allyship.



AWARENESS

Agile EQ Assessment and
mindset mapping

LEARNING

Review resources for cross-
cultural competency skill building

LISTENING

Communication strategies for active
listening, inquiry and advocacy

INCLUSION

Learn best practices and daily
habits for including difference

EXPERIENCES

Gain exposure to the breadth and
depth of diverse communities

SPONSORSHIP

Develop a plan for intentional
leadership advocacy

ALLYSHIP IS ABOUT

ACTION

AWARENESS

1

2

INCLUSION

LEARNING

3

4

EXPERIENCES

LISTENING

5

6

SPONSORSHIP



Social Awareness

How do we become more aware of others to build our allyship skills?

Share your story.

Speak up about
performative solutions.

De-center yourself.

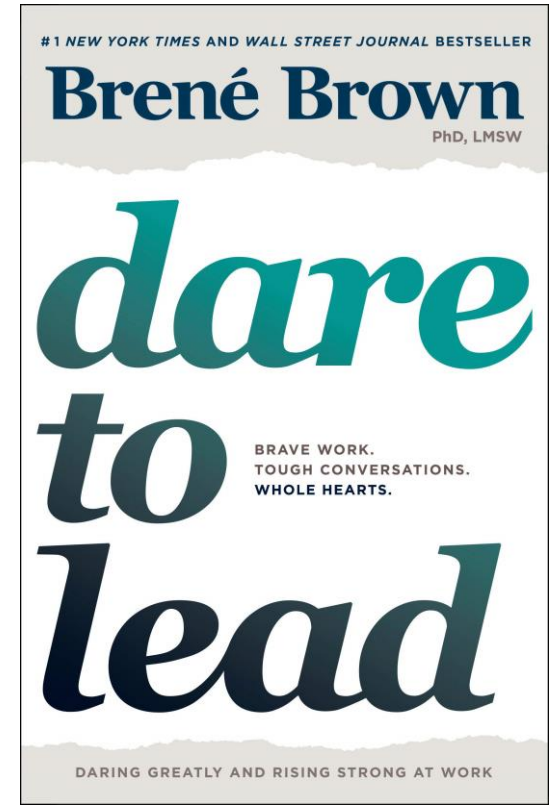
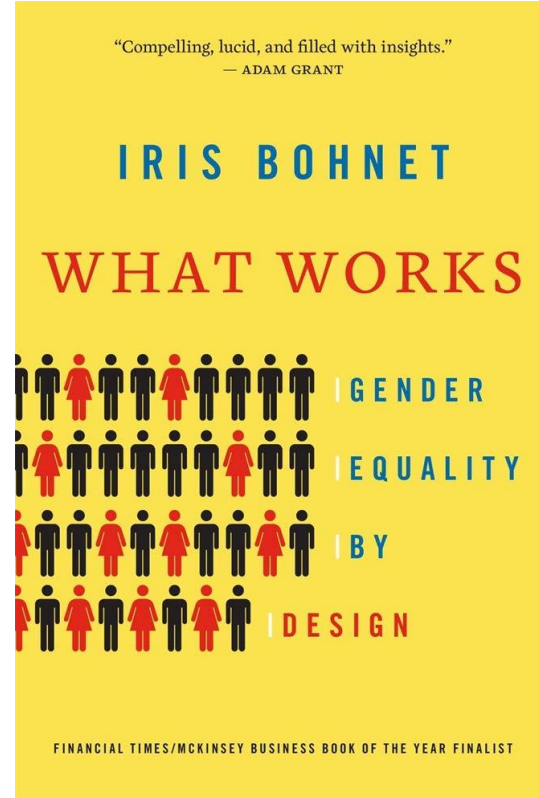
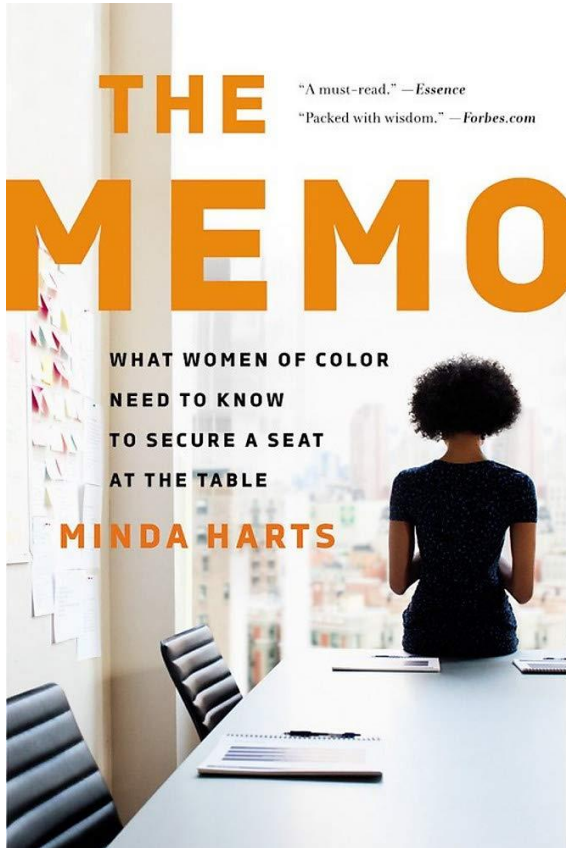


Be honest about what
You don't know.

Check in on your BIPOC
colleagues.

Collaborate to support
the movement
beyond the moment.

Click the image to order





EMBRACING CURRENT OPPORTUNITIES WITH

Working From Home

- Better understanding of personal needs - *empathy*
- More aware of inclusive virtual meeting practices
- Increased mentoring and ERG activity
- Ask what's important to feeling included
- Location, location? Wider workforce for recruiting
- Encourage speaking up (shared agenda, inquiry & attribution, direct round robin)
- Reassessment of benefits to accommodate caregivers, parents, inclusion of mental health benefits, etc.

You notice that your colleague, who is a woman, gets spoken over and interrupted more often than others during virtual team meetings.

WHY IT MATTERS

It's undermining to be repeatedly interrupted. It means that the team loses out on the woman's ideas and insights. Plus, in a virtual context, meetings can carry more weight than they otherwise might. Without informal interactions in the office, virtual meetings become the central avenue for information sharing, brainstorming, and reputation building.

MEETING DYNAMICS

You notice that your colleague, who is a woman, gets spoken over and interrupted more often than others during virtual team meetings.

WHAT TO DO

In the moment, you can use the chat feature to write something like, “Can we circle back to [Name]?” In the long run, encourage norms that promote equal participation, like everyone using the chat feature when they want to chime in. If you’re brainstorming, have people take turns and mute everyone except the speaker,²¹⁵ or use a virtual brainstorming tool. You can also use breakout rooms to create smaller groups: one study found that women get similar amounts of airtime as men in groups of six or fewer, but less than men when in groups of seven or more.²¹⁶

NEXT: WHY IT HAPPENS

MEETING DYNAMICS

You notice that your colleague, who is a woman, gets spoken over and interrupted more often than others during virtual team meetings.

WHY IT HAPPENS

In general, women are interrupted far more often than men. Researchers believe that this happens just as often in virtual settings, if not more.²¹⁷ This may be rooted in a common form of bias: people often value women's contributions less highly than men's.²¹⁸

Rooted in performance bias

Allyship in Action

Organization

- Communicate support internally then externally
- C-Suite, Board & Senior Leader lead training around DEI topics & issues
- Integrated DEI strategy aligned to all people processes
- Representation at all levels

Leaders

- Incorporate a DEI learning strategy for leadership development
- Speak up and lead the conversation
- Amplify the voices of intersectional employees
- Advocate for the representation and promotion of women in the workplace
- Go beyond mentorship, be a sponsor

Individuals

- Incorporate a DEI learning strategy for professional development
- Speak up to educate colleagues on your team and beyond
- Call out gender bias & microaggressions when you hear/see it

Embrace and leverage discomfort as a catalyst for change

Let's Connect



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