

AABA Education Committee presents:



ASIAN AMERICAN BAR ASSOCIATION
of the Greater Bay Area

Addressing Our Gender Bias

Friday, January 22, 2021

Start time: 1:00 PM PST

End time: 2:15 PM

Total hours of MCLE: 1.25 Hours

Type of MCLE: Elimination of Bias

Host: Julia Peng

Speakers: Rudhir Krishtel and Elizabeth Bohannon, Krishtel Coaching

In AABA's third MCLE in its 2021 Mini Marathon, Rudhir Krishtel and Elizabeth Bohannon will engage the audience in addressing gender bias in the workplace, guiding the audience to become advocates for themselves and others.

Agenda

1:00 pm – 1:05 pm – Introductions

1:05 pm – 2:15 pm – Discussion



ADDRESSING OUR GENDER BIASES

Elizabeth Bohannon
Rudhir Krishtel

AABA MCLE Mini-Marathon
January 22, 2021

SELECT PRESENTATION SLIDES



Defining Gender Bias

Gender bias is a tendency to prefer one group over another (e.g., masculine v. feminine, men v. women, etc.), based on attitudes, or stereotypes that ultimately affect our understanding, actions, and decisions in an unconscious manner.



Impact on Women

- Career Mobility
- Economic
- Social
- Psychological and Emotional
- Negative Feedback
- Health and Well Being Impact
- Professional
- Personal

How Bias Shows Up

- Double Bind (Double Standards)
- Coded Language
- Unequal Burden
- Underrepresentation
- Code Switching
- Underrepresentation
- Moral License
- Gendered Career Pathway

Identifying Implicit Bias

- Shown to be pervasive
 - Replicated in study after study
- Benchmark test
 - <https://implicit.harvard.edu/implicit/takeatest.html>



Impact of Personal Behavior

- Avoiding eye contact or interactions
- Who you spend time with
- Who is considered a good "cultural fit"
- Avoid working with certain colleagues perceived as "difficult"
- Not placing select people on projects
- Not giving the benefit of the doubt
- Viewing certain people as smarter than others
- Not providing mentorship opportunities
- Not taking people under your wing
- Having a perception because they do not speak up, or cannot attend a meeting because of personal commitments you do not resonate with

SELECT PRESENTATION SLIDES

MALE DOMINATED CULTURE?

- ✓ Leaders are predominately male
- ✓ Some departments segregated by gender
- ✓ Men feel a greater sense of comfort around one another.
- ✓ Jokes being told in front of men, that are not told in front of women
- ✓ Social outings consisting of mostly men
- ✓ Feedback on being more or less emotional
- ✓ Having your ideas ignored or interrupted while a male colleague has had their ideas acknowledged
- ✓ Leaders of your organization are tied closer to male leaders than female leaders?
- ✓ Known wage disparity
- ✓ Men given promotions or wage increases without asking (or women being denied when asking)
- ✓ Decisions being made where gender was taken into account.
- ✓ A culture of 'sexually charged' jokes.
- ✓ People comment on the way you look.

Speaking Up

- Have a Framework
- Choose Your Audience
- Build Allies
- Gather your Advisors
- Being an Ally - Amplifying others
- Address the Risks ... Are They True?
- Take Care of Yourself
- Be timely (where possible)
- Set the Culture in Advance
- Be Proactive
- Can I give you feedback? How do you think that made me feel?



What Happens If You Don't

- Makes the Behavior Acceptable
- Behavior is Perpetuated
- Communicates to Those Harmed = You Are Not Valuable
- Harm to Future Employees and Team Members
- Perpetuates Fear of Not Speaking Up
- Create further inequality by embracing our blind spots
- Leads to a more hostile work environment
- Encourages a culture of silence and unchecked retaliation

Be Curious on Teams



Engage Others



Observe Power Dynamics and Relationships



Cede Power



Give Visible Recognition



Point out Interruptions and Amplify voices

Be Curious in Meetings



Who speaks at meetings



Who sits next to whom?



Who is listened to?



Who gets the credit

ULTIMATELY...



The key is starting



Be Patient



Start Small



Above all else, Listen



Rudhir Krishtel is an executive coach & consultant

He focuses on workplace wellness and intensity. Prior to becoming an executive and consultant, Rudhir practiced law for 15 years as a federal clerk, patent litigation partner at Fish & Richardson, and then as senior patent counsel at Apple.

His lawyer days led him to train as a teacher for yoga (Baptiste Institute), mindfulness meditation (Warrior One), and as a professional Co-Active coach and leadership instructor (Coaches Training Institute), to serve as a much-needed support for the legal community.

Rudhir works with clients through Group Coaching, 1:1 Coaching, and Workshops & Events

Elizabeth Bohannon is a leadership & conflict coach and consultant.

She helps lawyers and tech professionals become confident, purposeful & effective leaders by showing them how to unlock their unique gifts and overcome the internal obstacles that get in the way. Before becoming a professional coach (CPCC, ACC), she built successful in-house employment law functions for Airbnb, Williams-Sonoma, and Waste Management, held interim in-house roles at Intuit, Inc. & BioMarin Pharmaceutical, ran a successful law practice, and was a litigator at Brobeck, Phleger & Harrison and Fenwick & West. Prior to practicing law, she was a Registered Nurse at California Pacific Medical Center.

She is a member of the International Coach Federation, the California Bar Association, the Marin County Bar Association, Mediators Beyond Borders, and Community Board Program, Inc.

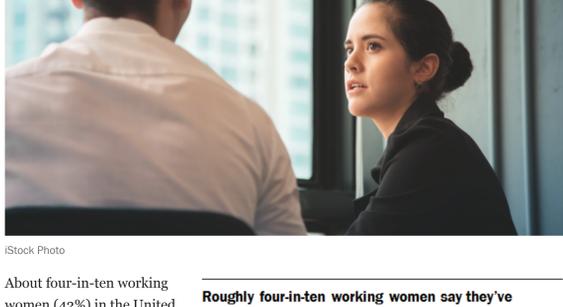


DECEMBER 14, 2017



Gender discrimination comes in many forms for today's working women

BY KIM PARKER AND CARY FUNK



iStock Photo

About four-in-ten working women (42%) in the United States say they have faced discrimination on the job because of their gender.

They report a broad array of personal experiences, ranging from earning less than male counterparts for doing the same job to being passed over for important assignments, according to a new analysis of Pew Research Center survey data.

The survey – conducted in the summer before a recent wave of sexual misconduct allegations against prominent men in politics, the media and other industries – found that, among employed adults, women are about twice as likely as men (42% versus 22%) to say they have experienced at least one of eight specific forms of gender discrimination at work.

Roughly four-in-ten working women say they've experienced gender discrimination at work

% of employed adults saying they have experienced each of these things at work because of their gender



Source: Survey conducted July 11-Aug. 10, 2017.
PEW RESEARCH CENTER

One of the biggest gender gaps is in the area of income: One-in-four working women (25%) say they have earned less than a man who was doing the same job; one-in-twenty working men (5%) say they have earned less than a female peer.

Women are roughly four times as likely as men to say they have been treated as if they were not competent because of their gender (23% of employed women versus 6% of men), and they are about three times as likely as men to say they have experienced repeated small slights at work because of their gender (16% versus 5%).

There are significant gaps on other items as well. While 15% of working women say they have received less support from senior leaders than a man who was doing the same job, only 7% of working men report having a similar experience. One-in-ten working women say they have been passed over for the most important assignments because of their gender, compared with 5% of men.

The survey, which was conducted July 11-Aug. 10, 2017, with a nationally representative sample of 4,914 adults (including 4,702 who are employed at least part time), also asked about sexual harassment in a separate question. It found that while similar shares of women and men say sexual harassment is at least a small problem in their workplace (36% versus 35%), women are about three times as likely as men to have experienced it personally while at work (22% versus 7%).

In more recent surveys conducted by other organizations, the share of women reporting personal experiences with sexual harassment has fluctuated, depending in part on how the question was asked. In an [ABC News/Washington Post survey](#) conducted Oct. 12-15, for example, 54% of women said they have received unwanted sexual advances from a man that they felt were inappropriate whether or not those advances were work-related; 30% said this had happened to them at work. In an [NPR/PBS NewsHour/Marist poll](#) conducted Nov. 13-15, 35% of women said they have personally experienced sexual harassment or abuse from someone in the workplace.

The Center's survey asked about sexual harassment specific to the workplace. The survey was conducted as part of a broader forthcoming study on women and minorities in science, technology, engineering and math (STEM) fields.

Differences by education

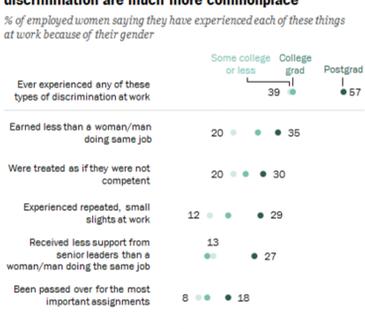
Among employed women, the share saying they have experienced sexual harassment in the workplace is roughly similar across racial and ethnic, educational, generational and partisan lines. But when it comes to specific forms of workplace discrimination tested in the survey, there are significant differences among women that are rooted mainly in their level of education.

Women with a bachelor's degree or more education report experiencing discrimination across a range of items at significantly higher rates than women with less education. And in some regards, the most highly educated women stand out. While 57% of working women with a postgraduate degree say they have experienced some form of gender discrimination at work, for example, the same is true for 40% of women with a bachelor's degree and 39% of those who did not complete college.

Roughly three-in-ten working women with a postgraduate degree (29%) say they have experienced repeated small slights at work because of their gender, compared with 18% of those with a bachelor's degree and 12% with less education. Similarly, working women with a postgraduate degree are much more likely than their less-educated counterparts to say they have received less support from senior leaders than a man doing the same job (27% of postgraduate women, compared with 11% of women with bachelor's degrees and 13% of women with less education). The pattern is similar when it comes to being passed over for promotions and feeling isolated at work.

For postgraduate women, certain types of gender discrimination are much more commonplace

% of employed women saying they have experienced each of these things at work because of their gender



Note: "Some college" includes those with an associate degree and those who attended college but did not obtain a degree.
Source: Survey conducted July 11-Aug. 10, 2017.
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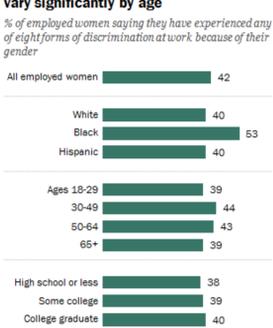
When it comes to wages, working women with a bachelor's degree or more are much more likely than those with less education to say they have earned less than a man who performed the same job. Women with family incomes of \$100,000 or higher stand out here as well – 30% of them say they've earned less than a man who was doing comparable work compared with roughly one-in-five women with lower incomes (21%). But overall, women with higher family incomes are about equally likely to have experienced at least one of these eight forms of gender-based discrimination at work.

There are differences by race and ethnicity as well. While roughly half of employed black women (53%) say they have experienced at least one type of gender discrimination at work, fewer white and Hispanic women say the same (40% for each group). One area in particular where black women stand apart is in their reporting of having been passed over for the most important assignments because of their gender – 22% of employed black women say this has happened to them, compared with 8% of whites and 9% of Hispanics.

Women's experiences with discrimination in the workplace also differ along party lines. Roughly half (48%) of working Democratic women and Democratic-leaning independents say they have experienced at least one form of gender discrimination at work, compared with a third of Republican and Republican-leaning women. These party differences hold up even after controlling for race. The partisan gap is in keeping with wide party differences among both men and women in their views of gender equality in the U.S.; a separate [2017 Pew Research Center survey](#) found Democrats largely dissatisfied with the country's progress toward gender equality.

Among women, experiences with gender discrimination at work do not vary significantly by age

% of employed women saying they have experienced any of eight forms of discrimination at work because of their gender



Note: Experience of gender-related discrimination based on combined responses to 8 items. Whites and blacks include only non-Hispanics. Hispanics are of any race. "Some college" includes those with an associate degree and those who attended college but did not obtain a degree.
Source: Survey conducted July 11-Aug. 10, 2017.
PEW RESEARCH CENTER

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About the survey: These are some of the findings from a survey conducted among a nationally representative sample of 4,914 adults, ages 18 and older, from July 11-Aug. 10, 2017. The survey, which was conducted online in English and in Spanish through GfK's Knowledge Panel, included an oversample of employed adults working in science, technology, engineering and math-related fields. The margin of sampling error based on the 4,702 employed adults in the sample is plus or minus 2.0 percentage points. The margin of sampling error based on the 2,344 employed women in the sample is plus or minus 3.0 percentage points. See the [topline](#) for exact question wording.

Topics [Discrimination and Prejudice](#), [Gender](#), [Business and Labor](#), [Social Values](#), [Work and Employment](#)

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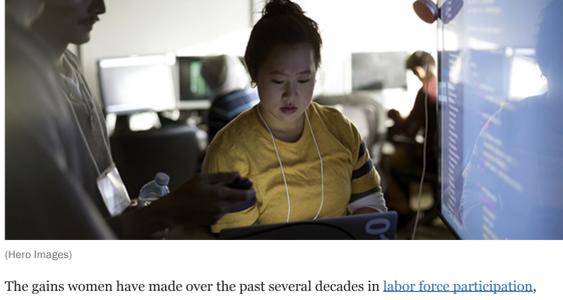
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MARCH 7, 2018



Women in majority-male workplaces report higher rates of gender discrimination

BY **KIM PARKER**

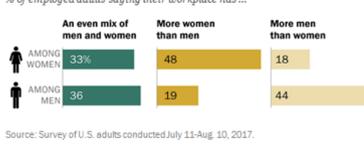


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The gains women have made over the past several decades in [labor force participation](#), wages and access to more lucrative positions have strengthened their position in the American workforce. Even so, there is gender imbalance in the workplace, and women who report that their workplace has more men than women have a very different set of experiences than their counterparts in work settings that are mostly female or have an even mix of men and women.

A plurality of women (48%) say they work in places where there are more women than men, while 18% say there are more men than women, according to a Pew Research Center survey. Similarly, 44% of men say their workplace is majority-male, and 19% say women outnumber men. About a third of women (33%) and men (36%) say both genders are about equally represented in their workplace.

Only about a third of men and women say their workplace is balanced in terms of gender



The survey – conducted in 2017, prior to the recent outcry about sexual harassment by men in prominent positions – found that women employed in majority-male workplaces are more likely to say their gender has made it harder for them to get ahead at work, they are less likely to say women are treated fairly in personnel matters, and they report experiencing gender discrimination at significantly higher rates.

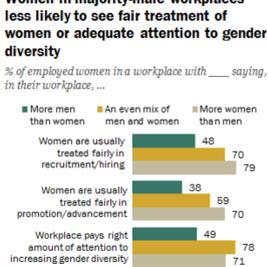
In addition, while about half of women who say their workplace is mostly male (49%) say sexual harassment is a problem where they work, a far smaller share of women who work in mostly female workplaces (32%) say the same.

Overall, most men (67%) and women (68%) say their gender has not made much of a difference in their job success. But it does make a difference for some workers, and women are about three times as likely as men (19% vs. 7%) to say their gender has made it harder for them to succeed at their job.

Among women, responses vary significantly depending on the gender balance at their workplace. Only 13% of those who say they work mainly with other women say their gender has made it harder for them to succeed at work. By contrast, 34% of those who say they work mainly with men say their gender has had a negative impact. Among those who work in a more balanced environment, 19% say their gender has made it harder for them to succeed.

There are big gaps as well in perceptions about how women are treated in the workplace and how much attention is paid to increasing gender diversity. Most women who work in majority-female workplaces say women are usually treated fairly where they work when it comes to recruitment and hiring (79%) and in opportunities for promotion and advancement (70%). Smaller shares, but still majorities, of women who say their workplace is balanced in terms of gender say women are treated fairly in these areas. Women who work in majority-male workplaces feel much differently: 48% say women are treated fairly where they work when it comes to recruitment and hiring, and even fewer (38%) say women are treated fairly in promotions and advancement.

Women in majority-male workplaces less likely to see fair treatment of women or adequate attention to gender diversity



Women who work mainly with men are also less likely than other female workers to say their workplace pays the right amount of attention to increasing gender diversity. Only 49% say this, compared with 78% of women who say there is an even gender mix where they work and 71% who work in female-dominated workplaces.

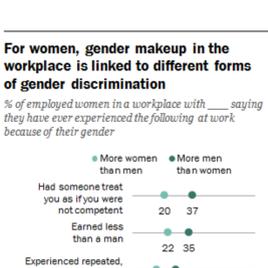
In addition, when asked how often they feel they have to prove themselves at work in order to be respected by their coworkers, 25% of women in majority-male workplaces say they have to do this all of the time, compared with 13% of women who work in majority-female workplaces.

Women in majority-male workplaces more likely to report gender discrimination

The survey included a series of items aimed at measuring specific types of gender discrimination in the workplace. Overall, women are more likely than men to report having experienced each of these things – from being passed over for desirable assignments to earning less than someone of the opposite gender doing the same job.

Among women, there are significant differences in these experiences tied to the gender balance in their workplace. Some 37% of women who say their workplace is mostly male report they have been treated as if they were not competent because of their gender. Only one-in-five women who work mostly with other women say they've experienced the same thing, as do 18% of women who have an even mix of men and women where they work. And while roughly a third of women who work in majority-male establishments (35%) say they have earned less than a man who was doing the same job, fewer women in female-dominated workplaces (22%) or in workplaces with an even mix of men and women (23%) say this has happened to them.

For women, gender makeup in the workplace is linked to different forms of gender discrimination



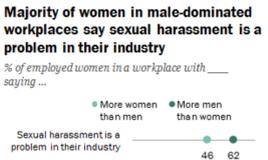
Similarly, women who work in majority-male workplaces are much more likely than those who work mainly with women to say they have experienced repeated small slights at work because of their gender (27% vs. 15%) or received less support from senior leaders than a man (24% vs. 12%).

There are also gaps in the shares saying they have felt isolated, been passed over for important assignments, been denied a promotion or been turned down for a job because of their gender. In each of these cases, the experiences of women in gender-balanced workplaces are similar to those in majority-female work environments.

There are modest differences along these lines in the shares of women who say they have been sexually harassed at work. Roughly one-in-five women who say their workplace is balanced in terms of men and women (21%) say they have been sexually harassed at work. And a similar share who work in female-dominated workplaces (20%) say the same. The share is higher among women who say they work mainly with men – 28% say they have been sexually harassed at work.

When women are asked whether sexual harassment is a problem in their industry, larger gaps emerge. About half of women who work in male-dominated workplaces (49%) say this is at least a small problem where they work, including 15% who say it's a big problem. By comparison, about a third of women who work in gender-balanced (34%) or female-dominated (32%) workplaces say sexual harassment is a problem where they work. About one-in-ten of these women say it's a big problem.

Majority of women in male-dominated workplaces say sexual harassment is a problem in their industry



Women who work in majority-male workplaces are also significantly more likely than other women to say sexual harassment is a problem in their industry.

Gender segregation can be seen across occupations

The segregation of men and women across workplaces is partly rooted in differences in the occupations held by men and women. The U.S. workforce overall is majority male by a narrow margin – 53% of all workers were male in 2017, while 47% were female. But the gender composition of many occupations varies markedly from the overall distribution, and [many economists](#) believe this also contributes to the gender wage gap.

The occupations with the highest concentrations of women are in the health care, teaching or caregiving fields, according to the [U.S. Department of Labor](#). Some examples are preschool or kindergarten teachers (where 98% of the workers are female), child care workers (96% female) and registered nurses (90% female).

The jobs with the highest concentrations of men tend to involve traditionally blue-collar fields such as heavy equipment and repair or construction, as well as computer and engineering occupations. For example, roughly 99% of automotive service technicians and mechanics are male, as are 98% of carpenters. In addition, about nine-in-ten mechanical engineers and roughly eight-in-ten computer programmers are male. (For more on women in STEM occupations, see ["Women and Men in STEM Often at Odds Over Workplace Equity."](#))

Although there may be differences in the occupations they hold, women who work in majority-male workplaces are not markedly different from other working women. They have a similar educational and racial and ethnic profile and a similar median age compared with women who say their workplaces are mostly female. So the differences in attitudes and workplace experiences are most likely not attributable to demographic differences.

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Gender

Leaders, Stop Denying the Gender Inequity in Your Organization

by Michelle King

June 19, 2020



Summary. There are more inclusion initiatives than ever before, from gender diversity targets to focused recruitment efforts, unconscious bias training, and individual development programs for women, which often include mentoring, sponsorship, and coaching. With all this activity,... [more](#)



Wlarslav Vylicic/Getty Images

The lack of women in leadership is not simply a representational issue. Focusing on getting more women in leadership positions not only treats women as token hires, it excludes men who are made to feel as though engaging in diversity and inclusion is a win-lose fight for a seat on the leadership table. And improving representation will not fix the culture and environment that excluded women in the first place.

Rather, the real aim should be for leaders to create a culture that values, rewards, and supports individual differences. In a work environment where differences are valued, everyone has an opportunity to advance, which is why both women and men are more likely to rise to senior leadership positions in cultures that value equality.

So why aren't leaders creating these environments? In a word, denial. While most people know that women have different experiences than men at work, I found in my research that a majority of leaders are in denial about that fact. I interviewed 72 men and women from two different organizations and these senior executives consistently upheld the belief that workplaces are meritocracies and that all employees are treated in the same way. Almost every one of my interviewees said that they believed men and women have identical opportunities, workplace experiences, and career paths. Consequently, they believed that women do not succeed because of their individual choices or capabilities and not because of unwelcoming and even hostile work environments.

Most workplaces were created by men and for men, which in turn has created numerous challenges for women to overcome. The situation is only made worse when leaders make public commitments to increase the number of women in leadership roles and then continue to rely on ineffective solutions as the means to achieving this. Leaders might be aware there is a gender equality problem, but very few understand how inequality works.

And yet leaders set the standards for behaviors in organizations. They decide what gets endorsed, accepted, supported, overlooked, and rewarded. They decide how many women will be on a team, and more importantly if they will be treated in a way that enables them to thrive in the organization. A "policy" or "training program" can't compensate for leaders who consistently ignore or even endorse behaviors, such as comments or jokes, that discriminate, marginalize, and exclude women.

Inclusion does or doesn't happen in millions of moments each day and leaders need to stop denying the reality for women and become aware of all the ways they enable inequality to unfold in their teams.

The call for leaders to advance gender equality at work, regardless of whether they lead a startup, multinational, or public-sector organization, is in reality an invitation for them to lead. Here's how they can do that.

Disrupt Denial

The first step is for leaders to get out of denial and become aware of how inequality shows up in their team, department, and organization. Even if they are aware of the barriers, they can help others do the same. To do so, they must create opportunities for employees to talk about their experiences of marginalization and discrimination. One leader at a large multinational organization that I spoke with as part of my research held a one-hour weekly meeting with their teams to openly discuss topics like the pay gap, motherhood penalty, and microaggressions to raise awareness of the barriers women face and the impact each has and what needs to be done to tackle these issues. While discussing these topics might make some leaders uncomfortable at first, it is important to lean into this discomfort as this is how we make invisible experiences of inequality visible.

Get to Know the Barriers

How many leaders understand the barriers women face at work? There's the fact that women must perform at a higher standard than men to achieve the same level of success. This [performance tax](#) limits women's pay and promotion opportunities. There's also the [role conflict](#) that many women encounter as they try to manage the often incompatible roles of worker, wife, and mother. And many women experience [identity conflict](#), trying to lead in workplaces where only masculine management styles are recognized and rewarded. It's important for leaders to know that every one of these challenges is made harder still when women have multiple intersecting identities like race, ethnicity, sexual orientation, physical or mental ability, religion, and age.

It's not enough to be aware there is a problem, and it's certainly not enough to throw a quota in place, or another training initiative, which requires no real effort from leaders. To solve inequality, we need leaders to educate themselves, by reading, researching, and understanding why these challenges exist and how, as leaders, they might be unknowingly creating or upholding such barriers.

Manage the Moments

Inequality is a practice — it's something employees do, which is why leaders need to continuously manage behaviors that cause inequality in the same way that they manage safety, and productivity. It doesn't matter how many policies or diversity and inclusion initiatives companies have in place if leaders and employees cannot translate equality into a set of behaviors, norms, and routines.

In practice, this means leaders call out inappropriate or exclusionary behaviors, especially when they happen in informal interactions; give employees direct one-on-one feedback outlining how their behavior marginalizes other employees — whether intentional or not; and explain the impact these moments have on the team. They should not, as too many leaders do, ignore the incident or downplay its impact in the hope that it goes away. The most committed leaders can also use these experiences as opportunities for collective learning with their teams by sharing what happened and what will change as a result. When leaders do this on a regular basis, they raise employee's awareness of the problem and encourage everyone to solve the issue by changing their behavior.

Even though managing discrimination can be challenging for leaders, it's a lot harder for employees to work in an environment where their identity is devalued. Being in a position to tackle inequality that you yourself may never have to experience is the ultimate privilege.

There are more inclusion initiatives than ever before, from diversity targets to focused recruitment efforts, unconscious bias training, and individual development programs for women, which often include mentoring, sponsorship, and coaching. With all this activity, it's easy to assume progress is being made. But none of these efforts will guarantee that women reach management positions or that, when they do, they'll be valued in the same way as men. That's where leaders come in. It's on the most powerful people in the organization to set the standard for the types of behaviors they want employees to adopt and to give them the skills and feedback they need to practice equality as part of their day-to-day job so that it becomes a fundamental way of working. That's the only way organizations will become truly equal.



Michelle King is the director of inclusion at Netflix, and the author of *The Fix: Overcome the Invisible Barriers That Are Holding Women Back at Work*.

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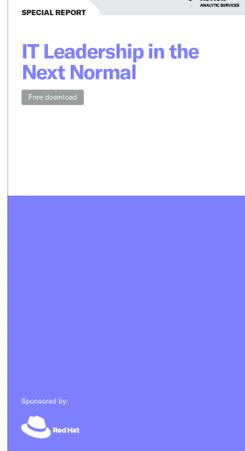
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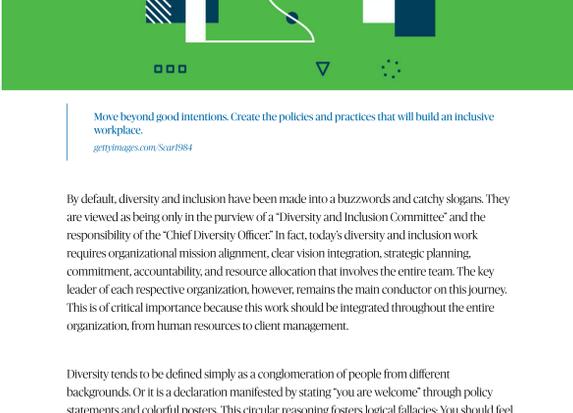
August 26, 2019 **FEATURE**

Unconscious Bias, Implicit Bias, and Microaggressions: What Can We Do about Them?

By Arrika R. Tyner

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Effective leaders build organizational cultures where employees can thrive, customers/clients experience excellence in service, and contributions can be made to the betterment of society. Because leadership is manifested through the active pursuit of learning, leaders typically pursue these goals by attending seminars, enlisting the support of a coach, and reading the latest books. However, an often-missing piece of one's leadership development is the cultivation of the skills needed to advance the principles of diversity, equity, and inclusion. There is a dearth of research on this topic and limited examples of evidence-based practices.



Move beyond good intentions. Create the policies and practices that will build an inclusive workplace. [gettyimages.com/Scar884](#)

By default, diversity and inclusion have been made into a buzzword and catchy slogans. They are viewed as being only in the purview of a "Diversity and Inclusion Committee" and the responsibility of the "Chief Diversity Officer." In fact, today's diversity and inclusion work requires organizational mission alignment, clear vision integration, strategic planning, commitment, accountability, and resource allocation that involves the entire team. The key leader of each respective organization, however, remains the main conductor on this journey. This is of critical importance because this work should be integrated throughout the entire organization, from human resources to client management.

Diversity tends to be defined simply as a conglomeration of people from different backgrounds. Or it is a declaration manifested by stating "you are welcome" through policy statements and colorful posters. This circular reasoning fosters logical fallacies: You should feel welcomed because "I (the organization leader) say "you are welcome." For many organizations, diversity and inclusion may begin simply with representation, by bringing a woman's or maybe a person of color's perspective to the table. Often, this is seen as the first step in creating a melting-pot recipe of ideas, thoughts, and perspectives. Cultural assimilation is the broth and diverse individuals are the ingredients. Simmer on low for two or three years, and diversity will miraculously emerge. The challenge with cooking stews, however, is that the flavors are all absorbed into the broth, which means each employee is not valued for his or her unique contributions and individual attributes. Is this diversity? Another metaphor is the mixed salad, with each person representing a distinct vegetable, be it a crisp carrot, a vibrant beet, or lush romaine lettuce. Then, the magic occurs when the salad is dressed with a dressing and all flavors become one—ranch, French, or a light balsamic vinaigrette. Once again, the dressing of choice masks the complexity and the very essence of diversity and inclusion. This still leaves us begging the question: Is this diversity? And where is the inclusion?

It is time to move beyond these antiquated metaphors and transform the ways we think about and engage with each other. Diversity is needed to bring together the brightest minds to create solutions to business, economic, and social challenges of the 21st century and beyond. Diversity creates an atmosphere where people come together and exchange ideas from diverse perspectives, life experience, and cultural backgrounds. It empowers teams to see through the eyes of ingenuity and creativeness. This lays the foundation for future business success.

To create this type of atmosphere in our bar associations, law firms, workplaces, and communities, intentional action is needed. Award-winning director Ava DuVernay characterizes this action as moving beyond diversity to organizational change and systems change: "We're hearing a lot about diversity... I hate that word so, so much... I feel it's a medicinal word that has no emotional resonance, and this is a really emotional issue" (Cara Buckley, "Ava DuVernay on Hollywood's Inclusion Problem," *New York Times*, January 25, 2016, tinyurl.com/y6m8fzu6). Indeed, DuVernay proposes a focus on inclusion and belonging, which could radically transform organizational cultures.

The Leader's Journey: Diversity and Inclusion as Core Competencies

This paradigm shift in relation to diversity and inclusion work will require leadership. Leaders are needed to rethink inclusion in law firms and bar associations. This will be evidenced by defining diversity, equity, inclusion goals, policies, and practices. My own concept of the Leadership Framework for Action™ provides a comprehensive approach for building the essential leadership competencies rooted in the principles of diversity and inclusion, which manifests in equity and justice.

Leadership is a journey often mistaken for a destination. On this journey, one learns many lessons: how to lead effectively, build new bridges, and establish a vision for the future. This is the foundation of leadership growth. On this journey, one must be willing to explore core values and how these values inform one's understanding of leadership. This is the beginning of "knowing." My Leadership Framework for Action™ includes four stages: intrapersonal (self and self-discovery), interpersonal (relationship with others), organizational (strategic outcomes and promoting equity), and societal (sustainable, durable solutions). This article will focus on the framework of action at the stages of the intrapersonal and interpersonal.

What Is Unconscious Bias/Implicit Bias?

The brain research on implicit bias (also referred to as "unconscious bias") can serve as a valuable learning tool during this process of exploration and growth. It will provide you with a way to get beyond the tip of the iceberg. This is the place where there is a realization that the unconscious is a powerful mechanism that can dictate behavior and shape interactions. Left unchecked, we can move or act in an unconscious manner. This may cause unintended harm to others.

The Kirwan Institute for the Study of Race and Ethnicity defines implicit bias as:

the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner. These biases, which encompass both favorable and unfavorable assessments, are activated involuntarily and without an individual's awareness or intentional control. Residing deep in the subconscious, these biases are different from known biases that individuals may choose to conceal for the purposes of social and/or political correctness. Rather, implicit biases are not accessible through introspection. (tinyurl.com/mpvyd8)

The Kirwan Institute provides a few key observations about implicit biases and how they operate:

- Implicit biases are pervasive. Everyone possesses them, even people with avowed commitments to impartiality, such as judges.
- Implicit and explicit biases are related but distinct mental constructs. They are not mutually exclusive and may even reinforce each other.
- The implicit associations we hold do not necessarily align with our declared beliefs or even reflect stances we would explicitly endorse.
- We generally tend to hold implicit biases that favor our own in-group, though research has shown that we can still hold implicit biases against our in-group.
- Implicit biases are malleable. Our brains are incredibly complex, and the implicit associations that we have formed can be gradually unlearned through a variety of debiasing techniques. (*Id.*)

How Common Are Implicit Biases?

Since 1998, more than 20 million people have taken the Implicit Association Test (IAT), an online assessment at the Project Implicit website (implicit.harvard.edu). Despite the self-proclaimed title embraced by most individuals of being a good person and having good intentions, the data strongly suggest that many people hold implicit biases toward members of particular groups. For example, more than 80 percent of people who completed the IAT related to age bias exhibited a negative implicit bias against the elderly. In addition, about 75 percent of whites and Asians demonstrated an implicit bias in favor of whites compared to African Americans.

How to Address Unconscious Bias?

The first step in addressing unconscious bias is to begin examining your personal beliefs, values, attitudes, and perceptions. What experiences have shaped your personal narrative or worldview? How do these experiences influence your interactions with others? According to psychologists, implicit biases are shaped by our lived experiences. Implicit biases are learned from the society and community in which we live. In the early stages of life, we are exposed to images and ideological perspectives that define our vantage point. Some studies show evidence of implicit bias in people as young as one year old. The ideas and images over time become a part of our perspectives and influence us even when we do not realize it. These instances are manifested in our verbal/nonverbal communication, body language, and everyday interactions. Howard Ross, a thought leader on unconscious bias, warns "Ultimately, we believe our decisions are consistent with our conscious beliefs, when in fact, our unconscious is running the show" (*Everyday Bias*, 2014).

Unconscious bias can be challenged through a process of critical reflection. This starts by looking introspectively. I refer to this as the process of putting up a mirror to see yourself clearer. Tools such as the IAT and the Intercultural Development Inventory (IDI) can aid you on this journey of self-discovery. Introspection should also include hunting hegemonic assumptions. As defined by Italian political economist Antonio Gramsci, hegemony is a "process whereby ideas, structures, and actions that benefit a small minority in power are viewed by the majority of people as wholly natural, preordained, and working for their own good" (cited in Stephen Brookfield, *Becoming a Critically Reflective Teacher*, Second Edition, 2017). Hegemonic assumptions are assumptions that we think are in our own best interests but that actually work against us in the long run, according to leadership scholar Dr. Stephen Brookfield (*Id.*). This keeps our imagination bound in terms of *this is the way things are* versus *this is the way things could be*. Applying these concepts to diversity and inclusion, the workplace could and should be a place where individuals can unveil their gifts and talents in meaningful and productive ways without the impediments manifested through biases and stereotypes.

What Are Microaggressions?

A microaggression can be manifested in a myriad of subtle ways and is pervasive in nature. According to Dr. Derald Wing Sue, "microaggressions are the everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which marginalize host, derogatory, or negative messages to target persons based solely on their marginalized group membership" (*Microaggressions in Everyday Life: Race, Gender, and Sexual Orientation*, 2010). Dictionary.com defines microaggression as "a subtle but offensive comment or action directed at a minority or other nondominant group that is often unintentional or unconsciously reinforces a stereotype."

Microaggressions can be manifested through remarks that are perceived to be sexist, racist, odious, or offensive to a marginalized social group. These negative remarks can have a profoundly negative effect by diminishing the value and humanity of an individual and/or group. In the workplace, this can negatively impact work performance and team dynamics. Microaggressions also can have a detrimental impact on customers and clients, hence dwindling the potential of successful customer service and engagement.

How to Address Microaggressions

Addressing microaggressions requires a multifaceted approach. Leaders can initiate this process by:

- challenging the microaggression when it occurs;
- reframing the narrative by embracing differences as an asset and strength;
- creating opportunities for a robust exchange of ideas—a foundation for innovation; and
- providing professional development training opportunities that focus on diversity, equity, and inclusion.

All these steps challenge leaders to take intentional action to build an inclusive and thriving workplace. This moves beyond having good intentions to creating the policies, practices, and atmosphere for business success. In his 1943 essay "The Snake in the House," Langston Hughes challenged leaders to take strategic action: "be more than passively good-hearted."

A Call to Action

Embark on this leadership development journey with others in your professional network or workplace. This article is a tool for strengthening your individual and collective leadership platforms by providing a framework for incorporating diversity and inclusion throughout your organizational structure. Most importantly, it will aid in developing a leadership lens through which you can see the vantage point of others and advance a collective vision.

Make a commitment to advance diversity and support inclusion within your organization. You can join nearly 10,000 organizations by taking the "I Act On Pledge" of the CEO Action for Diversity & Inclusion (ceoaaction.com/pledge/i-act-on-pledge). The pledge is a clarion call to action that begins with making this commitment: "I pledge to check my bias, speak up for others and show up for all." How can you act on the pledge? CEO Action for Diversity & Inclusion suggests starting with the following commitments:

- I will check my own biases and take meaningful action to understand and mitigate them.
- I will initiate meaningful, complex, and sometimes difficult conversations with my friends and colleagues.
- I will ask myself, "Do my actions and words reflect the value of inclusion?"
- I will move outside my comfort zone to learn about the experiences and perspectives of others.
- I will share my insights related to what I have learned. (*Id.*)

Self-reflection and engagement are the beginning steps to develop the core leadership competencies needed to make diversity, equity, and inclusion a lived reality.

Over the past decade, research has demonstrated how diversity makes us brighter by opening our eyes to new dimensions of thinking, creating, and building together. Further, diversity positively impacts performance and drives revenue because diverse teams generate better decisions. This is the value-added of diversity and inclusion. However, the report *Women in the Workplace 2018*, by McKinsey & Company in partnership with LeanIn.org, found that we have not yet fully maximized the transformative power of diversity: "around 20 percent of employees say that their company's commitment to gender diversity feels like lip service" (tinyurl.com/y9z298m6). Additionally, a 2018 Pew Research Center study found about 22 percent of employees believe there is "too little focus" on racial and ethnic diversity in the workplace (tinyurl.com/y5wes0j9). This is evidence of a missed opportunity for leaders to tap into innovation (the business case/imperative) and build a more just and inclusive society (the moral case/imperative).

Research from the Great Place to Work Research Team (greatplacetowork.com) demonstrates that inclusive workplaces reap many benefits:

- A 2016 study found annual revenue gains of 24 percent higher for most inclusive workplaces than their peers (which lack a diverse workplace environment).
- Companies with gender diversity were 15 percent more likely to outperform their peers with less diversity.
- Ethnically diverse companies were 35 percent more likely to outperform less diverse businesses. When racial gaps at work shrink, employees' productivity, brand ambassadorship, and retention rates (i.e., intent to stay) rise.

Through intentional action, self-awareness, and tenacity, leaders can build a more inclusive workplace. What steps will you take to start building today? n

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