

Who We Are

"Full engagement from the top leadership is the single most important factor in culture change."

ED GUROWITZ

Co-Founder
Gender Leadership Group

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"Everybody wins with gender partnership. Men, women, our businesses and our world in general."

Ray Arata
Co-Founder
Gender Leadership Group

HeForShe
Champions for Change Celebration
April 14, 6:30-9 p.m. | WeWork San Francisco
Tickets: heforshe-champions.eventbrite.com



EMPOWERED LEADERSHIP through **GENDER PARTNERSHIP**

Companies that flip the switch on gender partnership are going to thrive in the new century, and the ones who don't are going to fail - soon.

DALE THOMAS VAUGHN

Co-Founder
of The Gender Leadership Group
TEDx Speaker, Sr. Editor
The Good Men Project

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As Seen On:



Gender Leadership Group

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Gender Leadership Group

We empower **INCLUSIVE LEADERSHIP**
Through building **SUSTAINABLE SYSTEMS**
That engage male allies in **GENDER PARTNERSHIP**

Why Gender Partnership?



IT'S THE RIGHT THING TO DO

Objectively, it is the right thing to do in and of itself.



IT'S THE SMART THING TO DO

Research from our partners show that companies with more gender equality make more money and sustain happier workplaces.

- Customer satisfaction +39%
- Productivity +22%
- Profitability +27%
- Lower turnover -22%



IT'S WHAT WE CAN DO

“If women could end sexism alone, it never would have existed.”
Men must be involved, and we find it empowering to both men and women when men become involved... using our inherent privilege as men to affect change for good.



IT'S TIME TO DO SOMETHING

After so much heavy lifting from the women's and civil rights movements, there is now a timely impetus on men to become allies instead of bystanders.



ED GUROWITZ, PHD



RAY ARATA, JD



DALE THOMAS VAUGHN



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The Gender Partnership Process

At a Glance



IMPACT

Understand the Impacts of Gender Partnership as individuals and as a business. (business case, personal case, moral case)

*What's your **why**?*



COMMUNICATION

Launch the next era of gender relations at the grassroots level through ERGs for diversity and equality, begin engaging male allies in these conversations to uncover unconscious biases.

***How** are we going to talk about the elephant in the room?*



COMMITMENT

Create a tangible commitment to a timeline of accountability for the company.

*By **when** do we expect to actually correct systemic issues?*



LEADERSHIP

Full engagement from the top leadership is the single most important factor in culture change.

(let allies know they have air cover)

***Who** are visible allies and role models?*



SUSTAINABILITY

Roll out and anchor Gender Partnership to business imperatives.

***How much** does this impact our company?*

NOTE:

Engaging men does not mean "Men take over" - this process requires a balanced team all along the way

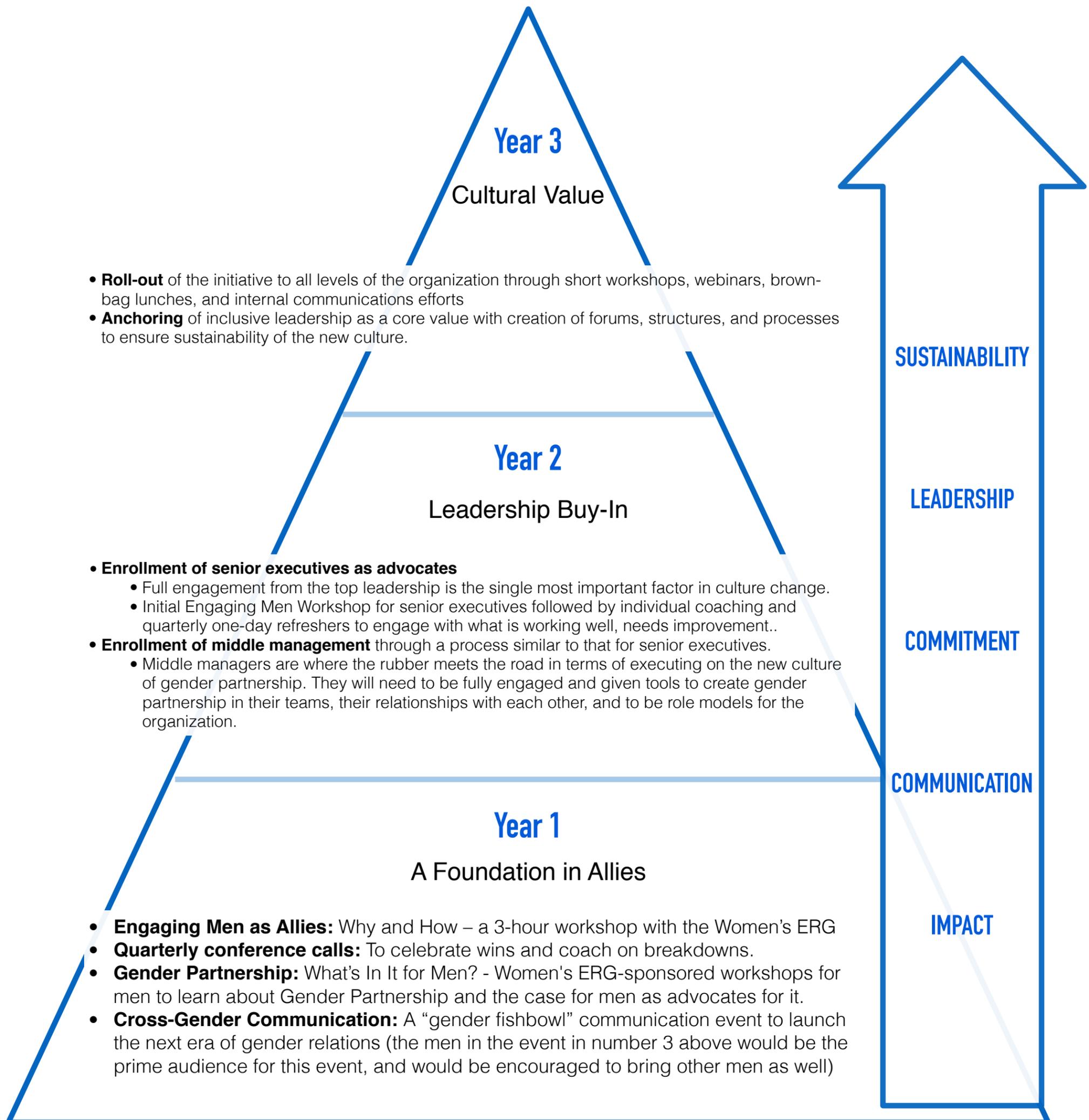


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Roll-Out of the Gender Partnership Process 3 Years to Sustainable Culture Development



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Introducing Gender Partnership to Your Organization

Offering

Key Outcomes

Delivery

“Engaging Men in Gender Partnership”
For Employee Resource Groups

Create behavioral and conversational practices for men to raise awareness of gender inclusiveness.

A concrete plan to grow your bottom line results with 50/50 gender partnership.

Custom designed Workshops, Dialogues, MultiMedia Presentation

“Leveraging Generational Differences: Millennials to Senior Management”
from 3 Generations Of Gender-Conscious Men

There are important differences in how Baby Boomers, Gen X’ers, and Millennials see the world. Leveraging these differences can create a significant edge in recruitment, retention, and engagement.

Keynote/Panel Q&A (90 Minutes or Less)

“Healthy Masculinity 101: Raising Emotional Intelligence in Men”
“The Mask You Live In” Film Screening
*** in partnership with The Representation Project**

A consciously-led conversation around emotional intelligence and its part in gender leadership and diversity. Raised levels of awareness about unconscious biases.

Film Screening, Active Dialogue/panel (3 Hours)

“Push, Promote, Protect”
For middle manager men who manage high potential women

For middle manager men who manage high potential women, there’s a 57% dropout rate among women.

For individual executives or executive teams. Focused on the needs of senior leadership and mid-level management.

Live in-person and/or Virtual Group Coaching, Workshops, Dialogues, Experiential Coursework (Bi-weekly for 3 months)

“Work/Life Balance: We Can ALL Have It All”
How men and women can be involved at home and do well at work.

New strategies and tactics for both men and women to create success both at work and at home. Research shows men and women are both searching for ways to develop personally AND to sustain high levels of achievement professionally.

Custom designed Workshops, Dialogues, MultiMedia Presentation

The Outside Perspective: An out of the office experiential learning retreat for your team

Get men out of the accepted cultural norms in order to look through the lens and see how privilege creates imbalance throughout their lives.

Custom designed Workshops, Dialogues, Experiential Coursework (1-3 Days)

“Empowered Leadership Through Gender Partnership”



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 Info@GenderLeadershipGroup.com**

Top 8 Ways to Engage Men In Full Gender Partnership in Your Workplace

	If you are an organization or Team	If you are a Woman	If you are a Man who “Gets” it
1. Bring Men Together	Use the men in your organization who “get” it to engage men who are still on the sidelines to get into the game.	Ask each member of your women’s initiative to invite a male colleague to their next event.	Tell men what’s in it for them, personally and professionally.
2. Have honest conversations about the impact of gender	Start a men’s conversation. Share with employees, suppliers and investors the potential impact on the bottom line and stock value. Companies with fewer women in senior leadership positions are 48% less profitable and have a 37% lower return on equity.	Include men in the conversation about the positive outcomes of full gender partnership. Ask men what it will take for them to be full gender partners.	Explore the ways that women, with their innate tendency toward communication, collaboration and consensus-building, bring balance to work place traditions and attitudes. Read current thought leaders on the future of leadership.
3. Help men “get” that gender bias still exists	Give your workforce the facts. For easy access to a multitude of statistics on the current state of gender bias at work, see Harvard Business Review’s: “Tell Me Something I Don’t Know About Women in the Workplace.”	Share a story with your male mentor or sponsor from your personal experience, without blaming or shaming the people who made you feel “less than.”	Encourage other men to ask the women in their lives - mother, wife, daughter, girlfriend, sisters, friends - if and how they have been affected by gender bias.
4. Engage men’s sense of fair play	Set learning objectives for your training content that help men recognize the personal costs they suffer due to gender bias. Provide opportunities for self-reflection.	Let men know the facts in your industry and in your company.	Find the point of connection for your male colleagues and friends. Even if a man is unable or unwilling to see how unfair it is for him to have unreasonable advantages over his female colleagues, he may still be convinced to take action so his wife or daughters are not similarly shortchanged.
5. Encourage men in behaviors that are linked to awareness of gender bias	Have influential managers, men who “get” it, play an integral role in inviting employees to participate in company efforts to increase gender awareness.	Identify strategic male partners and engage them in a constructive dialogue about their own gender perspective.	Lead by example by ensuring gender balance in the appointments and teams you manage, control, or influence.
6. Encourage men to champion and be architects of win-win outcomes.	Use the men in your organization who “get” it to engage men who are still on the sidelines to get into the game.	Ask each member of your women’s initiative to invite a male colleague to their next event.	Tell men what’s in it for them, personally and professionally.
7. Engage men’s innate desire to take action	Explore with groups of men and women where conformity to masculine norms is being rewarded at your company.	Initiate exploratory win-win partnership conversations with men. Use inquiry based dialogue to find out what the win is for your male peer(s).	Invest your time in mentoring women.
8. Attach accountability to actions to support productive business outcomes	Establish compelling metrics, like time to promotion, retention, balance of gender in the leadership pipeline, and increase in female talent attraction.	Evaluate the men you manage on their performance in building more balanced teams.	Share with female colleagues your intention to be a partnership champion and ask how you can support them.

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Go on a bias scavenger hunt

Bias or Blind Spot

Whose blind spot? Mine or someone else's?

How the bias is holding us back

Mansplaining:

Watch for a man explaining something to a woman who is likely to know as much or more than him about the topic.

Maninterrupting:

Watch for a man talking over or interrupting a woman as she voices a concern or an idea; or a man repeating what a woman says, only louder, and then getting undue credit for her idea.

Male-bonding activity:

Watch for male-centered team activities like golf or cigars. Ask women what they would like to do as a team builder.

Irrelevant gender assumptions:

Watch for pre-judgments about what a person might want because of their gender. For instance, reading CVs and assuming a woman won't want to move or travel because she may be a mother.

Be Time aware:

Watch for snap judgments that reward men. Research shows that unconscious bias tends to favor men in time crunches, and tends to be more balanced when there is time to fully examine all of the options.

“Empowered Leadership Through Gender Partnership”



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Fact Sheet

Fact	Source
"97% of Millennials think their generation will finally achieve equality of opportunity for emerging female leaders."	ManpowerGroup
The attitude of the millennial generation that will have most impact on the daily lives of Americans is the distinctive and historically unprecedented belief that there are no inherently male or female roles in society.	"Race? No, Millennials Care Most About Gender Equality." The Atlantic
More than two-thirds of people ages 14 to 34 say gender no longer defines destiny or behavior as it once did.	The Intelligence Group
"Millennials prefer organizations that have open, transparent and inclusive leadership styles"	Deloitte
66% of Millennials believe it is easier for men to get ahead in the workplace	Pew Research
66% of Millennials believe that needs to change	Pew Research
34% of Millennial Women "Want to Be The Boss"	Pew Research
24% of Millennial Men "Want to Be The Boss"	Pew Research
"Neither gender seems very focused on that promotion."	Pew Research
"Fifty percent of men and 68 percent of women believe a glass ceiling exists."	Spring 2016 Harvard Public Opinion Project poll
"More than half of Millennial men think that they enjoy more advantages than women in American society, less than 20 percent of them identify as feminists."	Spring 2016 Harvard Public Opinion Project
"They are already pushing back hard against requirements to show up for work," he says. "They really don't see the necessity for that, and they're looking not for a balance between work and life as much a blend.	Morley Winograd, PhD. - Annenberg Center on Communication Leadership and Policy
The confusion rises not from the fact that Millennials are lazy (they're not) or that they're bad workers (as they're actually quite talented.) It comes from the fact that Millennials have different workplace expectations from past generations, and they're not afraid to speak up to management.	The G Brief
Meet Gen Z—today's 13- to 20-year-olds - the most progressive generation to date. Who care deeply about ethical consumption, only 44 percent said they always wore clothes designed for their gender.	The Innovation Group
"Three-fifths (59%) of leaders interviewed said they believe the single most powerful thing an organization can do to promote more women leaders is to create a gender-neutral culture, led by the CEO."	ManpowerGroup
"The most significant obstacle identified is an entrenched male culture, a barrier that even men acknowledged must change."	ManpowerGroup
"Change must be led by CEOs, especially males, to demonstrate commitment to getting women into leadership. The good news is men know this. And as the majority of leaders setting policy are male, they have the power to make change happen."	ManpowerGroup
firms with the greatest gender diversity among executives and board members [earned] three times more revenue and 50% higher profit than the average company	UC Davis
gender diversity in the board room and C-Suite increases financial performance by 33% to 50% on measures like ROE and Return on Sales	Multiple studies by Credit Suisse, Catalyst, McKinsey, and Deloitte
Women in the United States today spend more money than the economies of India and China combined.	Michael J. Silverstein and Kate Sayre - Harvard Business Review
83% of everything bought and sold in a non b2b setting is controlled by women (often quoted as 85% of women said they have primary or shared responsibility)	Why Women? by Jeffery Tobias Halter Futures Co
40% of investable wealth is controlled by women, and 30% is being inherited by women when their husbands die - and the first thing women do is fire their husband's financial planner because he is patronizing to her... and she then hires her friend's planner (usually a woman)	Why Women? by Jeffery Tobias Halter
We consider a "full-potential" scenario in which women participate in the economy identically to men, and find that it would add up to \$28 trillion, or 26 percent, to annual global GDP in 2025 compared with a business-as-usual scenario.	McKinsey Global Institute - The Power of Parity
Women are half the world's working-age population but generate only 37% of GDP.	McKinsey Global Institute - The Power of Parity
75% of global unpaid work done by women	McKinsey Global Institute - The Power of Parity
Gender inequality at work is mirrored by gender inequality in society	McKinsey Global Institute - The Power of Parity
With \$28 trillion, here's what you could do for the world:	
End global poverty = \$3.5 trillion	Jeffrey Sachs, special adviser on global poverty to the UN
Clean Water for Everyone = \$265 billion	\$53 billion/year for 5 years - estimated by UNESCO
College for Everyone = \$62.6 Billion/year	US Department of Education
US Student Loan Forgiveness = \$1.22 Trillion	According to The Economist
World Hunger = \$267 billion per year over the next 15 years	UN Food and Agriculture Organization - Director-General José Graziano da Silva
Send humans to Mars = \$19.3 billion/ year	NASA Annual Budget is \$19.3 Billion for 2016

Executive Summary of Strategy for Engaging Men in Gender Partnership

The past several years have shown significant advances in empowering women's leadership. The formation of and leadership by Women's Employee Resource Groups is both a result and a cause of this progress. In our work with women's ERGs and other organizations, we have found that there comes a point where the question shifts to ***"how do we engage men in the conversation for equality, equity, and collaboration?"***

The work of Gender Leadership Group goes beyond equity and equality to GENDER PARTNERSHIP – the recognition and honoring of the important differences between men and women in how they think, process information, and make decisions to maximize the strengths of each group by leveraging these differences to create synergies that leave the organization with significantly more value than either group could contribute on its own.

We offer a roadmap of a three-year strategy to engage the men of your company in gender partnership.

The strategy is designed to accomplish an organizational shift from the current gender culture, which has been described as "aggressive and male-dominated" to a culture of collaborative, high-quality relationships that generate higher quality decisions and actions and, ultimately, greater business results. Gender partnership, in our experience effects a transformation of the workplace in four major areas:

1. Greater freedom for employees to voice job concerns, resulting in greater employee engagement.
2. Reinforces safety as a universal concern, beyond physical safety in dangerous environments and extending to safe relationships, safe work environments, etc.
3. Improves job performance
4. Promotes total buy-in with the company's approach by aligning actions with values.

The critical path to success for this strategy lies in a powerful first year that will provide the foundation for years 2 and 3. In the first year, we propose:

- Engaging Men as Partners: Why and How – a 3-hour workshop for the Women's ERG
- Quarterly conference calls- to celebrate wins and coach on breakdowns.
- Gender Partnership: What's In It for Men? - Women's ERG-sponsored workshops for men to learn about Gender Partnership and the case for men as advocates for it.
- Cross-Gender Communication - A "gender fishbowl" communication event to launch the next era of gender relations at Chevron (the men in the event in number 3 above would be the prime audience for this event, and would be encouraged to bring other men as well)

The intended outcomes of the first year will be:

- Recognition by the Women's ERG of the cases (business, personal, and moral) for men's engagement.
- Empowering the Women's ERG's commitment to gender partnership.
- Giving the members of the Women's ERG the information and tools they need to create partnership with men and to confront unconscious bias, privilege, and other diversity issues.
- Creating an appetite among key men in [Chevron] for gender partnership.
- Launching a new era of gender collaboration in [Chevron].
- Formation of a Steering Committee and a group of Champions to partner with GLG in designing the rest of the project.

The second and third years will be co-created by GLG, the Steering Committee, and the Champions and will be aimed at anchoring gender partnership in the organization and ensuring sustainability by expansion of the focus of the initiative to all areas of inclusive leadership including race, ethnicity, sexual orientation, differing abilities, etc.

The second and third years will include (but not be limited to):

- **Enrollment** of senior executives as advocates for the initiative so that it is seen as (and in fact is) being driven from the top of the organization.
 - Full engagement from the top of the organization is the single most important factor in changing the culture.
 - This will be achieved through an initial Engaging Men Workshop for senior executives followed by individual coaching and quarterly one-day refreshers to engage with what is working well, needs improvement, and can be created.
- **Enrollment** of middle management through a process similar to that for senior executives.
 - Middle managers are where the rubber meets the road in terms of executing on the new culture of gender partnership. They will need to be fully engaged and given tools to create gender partnership in their teams, their relationships with each other, and to be role models for the organization.
- **Roll-out** of the initiative to all levels of the organization through short workshops, webinars, brown-bag lunches, and internal communications efforts
- **Anchoring** of inclusive leadership as a core value of [Chevron] and creation of forums, structures, and processes to ensure sustainability of the new culture.