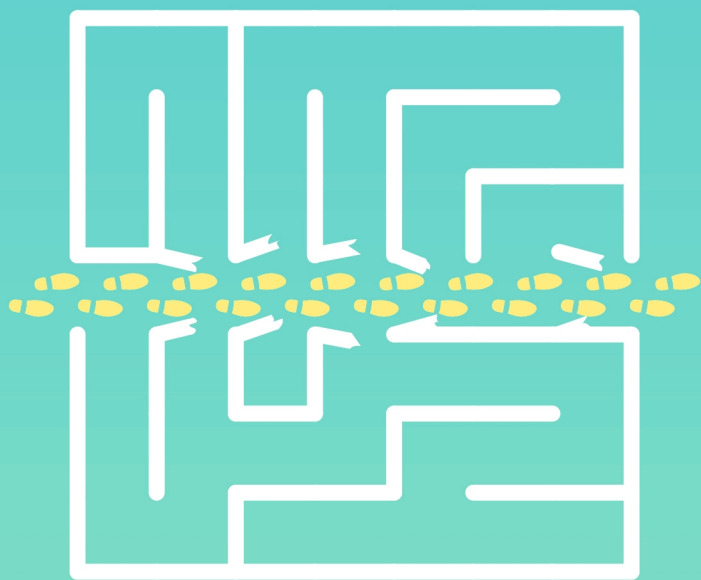


BEYOND BIAS

THE **PATH** TO
END GENDER
INEQUALITY AT WORK



ANDREA S. KRAMER • ALTON B. HARRIS

CONTENTS

INTRODUCTION: IT'S TIME TO TAKE A NEW PATH ix

PART I: GENDER INEQUALITY TODAY

Chapter 1: Extent of Gender Inequality 3

Chapter 2: Causes of Gender Inequality 19

Chapter 3: Impacts of Gender Inequality 39

PART II: WE HAVEN'T MADE MUCH PROGRESS

Chapter 4: There Are No Quick Fixes 49

Chapter 5: Diversity Training Doesn't Work 63

Chapter 6: Men Aren't Involved 79

PART III: THE PATH

Chapter 7: The PATH 99

Chapter 8: Prioritize Elimination of Exclusionary Behavior 109

Chapter 9: Adopt Discrimination-Resistant Methods of
Personnel Decision-Making 134

Chapter 10: Treat Inequality in the Home as a Workplace Problem 159

Chapter 11: Halt Unequal Performance Reviews, Career Advice,
and Leadership Opportunities 186

PART IV: PUTTING IT ALL TOGETHER

Chapter 12: Making the PATH Changes	209
Chapter 13: The Promise of PATH	226
GLOSSARY	231
NOTES	237
ACKNOWLEDGMENTS	277
REFERENCES	279
INDEX	309
ABOUT THE AUTHORS	319

INTRODUCTION

It's Time to Take a New PATH

There is something seriously wrong with current efforts to end workplace gender inequality. Although virtually all major organizations sponsor some sort of diversity initiative, anti-bias training, or inclusive behavior workshops, over the past 30 years women have made little progress in moving into business, professional, or nonprofit leadership positions.

From the 1950s to the early 1990s, women made substantial—even dramatic—progress entering and advancing in nearly all segments of the American economy.¹ However, this progress slowed dramatically by the mid-1990s.² Despite the time, effort, and resources that this country's



*“Remember, you can do **anything**...
but for only 80 cents to every dollar earned by a man.”*

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major organizations have devoted to diversity, equity, and inclusion (DEI) initiatives, women's participation in business, professional, and nonprofit leadership has barely improved. The obvious question is why.

In this, our third book on gender inequality, we answer that question. In *Breaking Through Bias* we provided women with practical, effective, and accessible methods and techniques for advancing in their careers despite the prevalence of gender bias in their workplaces. In *It's Not You, It's the Workplace* we demonstrated that women's frequent workplace conflict with each other is not due to women's inherent hostility toward one another but to the gender-based obstacles they experience in career advancement. In both books we suggested how the bias-driven barriers to career advancement might be eliminated, but their primary objective was to help women cope with their workplaces as they found them—biased, unequal, and structured to keep women from achieving career success comparable to men's.

This book is very different. It is not about how to succeed in unequal workplaces, but about how to bring about workplace equality. This book is about ensuring women and men can experience workplaces that are equally rewarding, engaging, and inclusive. It is about how decision-makers can help ensure that their organizations offer women and men equal access to career advancement opportunities. It is about how leaders can create workplace cultures that enable women and men to thrive, grow, and succeed.

We believe it's time for a new approach to ending workplace gender inequality. This book presents that new approach. We call it "PATH." It is an integrated, comprehensive, and multifaceted program for ending gender inequality in all of its aspects in all types of workplaces.

- **Prioritize** elimination of exclusionary behavior
- **Adopt** discrimination-resistant methods of personnel decision-making
- **Treat** inequality in the home as a workplace problem
- **Halt** unequal performance reviews, career advice, and leadership opportunities

PATH is not another effort to encourage individuals to be less biased, to become more sensitive to women's unique career obstacles, or to behave in a more inclusive manner. Indeed, PATH does not attempt to directly reduce or eliminate individuals' biases.

Rather, PATH provides senior leaders and managers with straightforward ways in which they can change their organizations' systems, processes, and practices so that women and men have equal and fair opportunities for career advancement and experience equally inclusive, supportive, and safe workplaces.

Our belief—and the assumption underlying PATH—is that career outcomes will only change when changes are made in systems, processes, and practices. PATH shows decision-makers how to make these changes while strengthening productivity, efficiency, creativity, autonomy, and profitability.

PATH's workplace changes are not radical, but sensible, practical, and entirely realistic changes designed to create fair, equal, and equitable workplace outcomes for women and men. We have no interest in tearing down or blowing up established ways of doing things. Rather, PATH seeks to show how, through a series of small wins, leaders can make their workplaces fairer, more equal, and more inclusive for everyone. Moreover, when people within a workplace can see real progress being made at eliminating gender inequality, their sense of purposeful engagement increases. As Teresa Amabile and Steven Kramer wrote in the *Harvard Business Review*, "Of all the things that can boost emotions, motivations, and perceptions during a workday, the single most important is making progress in meaningful work."³

Workplace gender inequality is a systemic problem that is caused by the operation of workplace systems, processes, and practices. Most existing DEI initiatives do not, however, focus on the systemic nature of this problem. Rather, they focus instead on trying to reduce gender inequality by increasing people's awareness of their unconscious biases. The assumption is that people will, as a result, behave in less biased ways. But increasing awareness does not necessarily change behavior. After all, given that biases are unconscious it is hard to control their

influence on our behavior. As we discuss in Chapter 5, increasing awareness of unconscious biases has done little to decrease workplace gender inequality.

To end such inequality and realize the promise of inclusive workplaces, we need to incorporate PATH's workplace changes into our current DEI efforts. There are two fundamental causes of workplace gender inequality: structural discrimination and individual discrimination. Structural discrimination is the way that gendered workplaces' day-to-day, taken-for-granted personnel-management practices systematically advantage men and disadvantage women. Individual discrimination is the consistent, predictably biased ways in which individuals behave in the context of gendered workplaces. Because of structural discrimination, the personnel-management practices in gendered workplaces operate in systemic ways in unequal career outcomes for women and men. Because of individual discrimination, women's workplace experiences are much less pleasant, engaging, and inclusive than those of men.

PATH changes workplace structures that change individual behavior. As Rosabeth Moss Kanter, professor at the Harvard Business School, writes, "To understand (or change) outcomes, we must focus on structures...as well as individual behaviors and perceptions. Structure and behavior are constantly interacting and reinforcing each other."⁴ PATH provides organizations with the processes, tools, and techniques to help dismantle structural discrimination. As a result of those changes, employees are exposed to—and begin to internalize—new, fairer, more egalitarian norms, expectations, and values. Adoption of PATH will not transform organizations overnight. It will, however, allow them to make steady, measurable, and meaningful progress toward inclusive, discrimination-free workplaces and truly welcome diversity and difference. PATH presents a carefully structured series of *small wins* that American business, professional, and nonprofit organizations can achieve as they steadily progress toward full gender equality.

What We Don't Cover in This Book

This book is focused on ending gender inequality at work. There are, of course, many other areas of inequality that are matters of serious concern. In limiting our focus, we are not in any way implying that workplace gender inequality is more pressing or more important than any other types of inequalities. We focus on workplace gender inequality because it is a discrete, solvable problem, one that we have studied throughout our professional lives. Nevertheless, we'd like to acknowledge some of the other inequalities about which we are concerned but do not address here.

Intersectionality

We are acutely aware that all individuals who identify as women are not members of a uniform, homogeneous group. Women differ in a wide variety of ways—race, ethnicity, religion, age, education, economic status, physical and mental capacity, parental status, and identification as cisgender, non-binary, and LGBTQ+. In other words, among women there is a great deal of what has come to be called “intersectionality.”⁵ Because of intersectionality—the intersection of gender with race, ethnicity, age, and so forth—achieving gender equality for one group of women will not necessarily mean it has been achieved for others. For example, it is entirely possible that a discrimination-free workplace could be available to white women and not simultaneously be achieved for Black women. Nevertheless, all people who identify as women *experience workplace gender inequality because they are women*. Therefore, while we understand that individual women experience discrimination differently because of their unique social identities, all women suffer from workplace discrimination because they are women. It is that common experience of gender-based discrimination on which this book is focused.

Non-Gender Workplace Inequality

Entirely separate from any gender inequality, many people experience workplace inequality because of race, ethnicity, religion, age, education, economic status, physical and mental capacity, parental status, and identification as cisgender, non-binary, and LGBTQ+ as well. Indeed, workplace discrimination against Asian, Black, Latinx, and Native American men and women is extremely serious and pervasive. We view this discrimination as one of the most important social challenges that our country currently faces.

By focusing solely on gender inequality in this book we are not discounting or marginalizing the seriousness of these inequalities. We only attempt to tackle and solve this one serious and identifiable workplace inequality, about which we know a great deal more because of our experiences, consulting, and research.

Women's Rights and Workplace Gender Inequality

There are troubling signs that women's rights are under attack: their right to make decisions about their personal medical needs; their right to make career choices without damaging public criticism; and their right to pursue lifestyle options, without being condemned for their choices. Perhaps the most obvious and ominous instance of this attack is the Supreme Court's 2022 decision overturning *Roe v. Wade*.⁶ In *Dobbs v. Jackson Women's Health Organization*,⁷ the Court held, "The Constitution makes no reference to abortion, and no such right is protected...by any constitutional provision including...the Due Process Clause of the Fourteenth Amendment." In the Court's view, such a right is only entitled to Constitutional protection if it is "implicit in the concept of ordered liberty." Past courts have held that a woman's right to an abortion is protected, because it is entailed in her fundamental "freedom to make intimate and personal choices that are 'central to personal dignity and autonomy.'" According to the current Supreme Court, however, this freedom is *not found in the concept of ordered liberty so it is not*

protected under the Constitution. The *Dobbs* decision swept away 50 years of women's constitutionally protected reproductive rights overnight.

The *Dobbs* case has triggered further attacks on women's rights with respect to their reproductive functions. For example, many states have introduced legislation to ban contraceptives, and Missouri has banned public funding of intrauterine devices and emergency contraceptive *Plan B* pills.⁸ The University of Idaho issued a memorandum advising faculty and staff that they were prohibited under state law from promoting services for abortion or for the prevention of conception.⁹ Six states now explicitly grant pharmacists the right to refuse to refill birth control prescriptions on moral or religious grounds.¹⁰ In New York State, a hospital denied medication to a woman that would "effectively manage her debilitating chronic pain" because she was of child-bearing age and the medication "might cause birth defects" if she were to become pregnant; something she was actively taking steps to prevent.¹¹ And at the date we are writing, the proposed "Right to Contraception Act" appears doomed in the U.S. Senate because of Republican opposition.¹²

It is not only women's rights to control their reproductive functions that are under attack. As we wrote in the second edition of *Breaking Through Bias*, following the 2016 election of our first openly misogynistic president, there was "an astonishing increase in open, hostile, mean-spirited criticism of successful women."¹³ In addition, there has been considerable recent growth in explicit, purposeful anti-female criticism designed to intimidate, silence, and demean women. For example, the presence on social media of "men's rights" groups has exploded with their assertions that white men "are victims who are falling prey to feminism, changing social norms, progressive thought and politics."¹⁴

These strident secular attacks on women's rights have their religious counterparts in the growing evangelical movement. Although "masculine authority, militarism, and the sexual and spiritual subordination of women" have been consistently espoused by this movement for decades, evangelicals have been far more willing in recent years to publicly preach that such a patriarchal world-view should be observed across all of society.¹⁵

These are serious assaults on women's rights and women's equal status in society at large. To date, however, the broad societal and organizational commitment to workplace gender equality seems to remain strong. Therefore, despite our deep concern about the assaults on women's rights, our focus in this book is exclusively on ending gender inequality in the workplaces of those organizations whose leaders are truly and consciously committed to DEI.

What is Workplace Gender Inequality?

When women and men have conspicuously unequal workplace power, resources, and status, gender inequality *may be* at work. We say *may be*, because these inequalities may be due to factors other than the discriminatory treatment of women. For example, women and men may choose to pursue different career objectives; they may place greater value upon different activities in their lives; and they may enjoy and find satisfaction in different undertakings, commitments, and roles. Accordingly, in this book and in the PATH framework, when we refer to *workplace gender inequality* we are identifying an inequality in women's and men's *opportunities* to acquire power, resources, and status. Workplace gender inequality exists if women cannot attain what they want in their careers because they face explicit or implicit limitations, conditions, or obstructions that men do not face. Gender inequality also exists if men can attain better career outcomes because of privileges, advantages, or resources that women do not have.

Workplace gender inequality exists if women cannot attain what they want in their careers because they face explicit or implicit limitations, conditions, or obstructions that men do not face.

Given this definition of workplace gender inequality, its eradication does not require that women and men possess *equal* power, resources,

and status, or that there is an *equal* representation of women and men at all leadership levels. Rather, it means that women have an equal opportunity to achieve parity and equal representation. Gender *equality* means women and men have equal advancement and leadership opportunities; receive equally challenging and career-advancing assignments; are given equal support, advice, and mentorship; are equally accepted into networks, social activities, and team projects; and are given equally helpful performance reviews, and equal recognition for equal accomplishments, and equal rewards for equal performance. In other words, workplace gender equality is not indicated by a tally of women's and men's respective positions and advancements, but by the extent to which women and men compete for career success on equal grounds.

Cartoons

A word about our use of cartoons to illustrate some very serious issues. Humor can greatly help individuals cope with difficult, biased, and stressful situations.¹⁶ Humor can help to make intellectually complex concepts emotionally compelling. We hope the cartoons in this book do that. We do not want to make workplace gender inequality seem humorous (it is profoundly not funny), but we do want to help readers see that some of the most egregious manifestations of inequality are strikingly ridiculous. As the saying goes, a picture is worth a thousand words, and it is our hope that the cartoons will convey ideas that might have taken us another thousand words to get across. Workplace gender inequality is not a humorous matter, but we believe humor can draw us into closer emotional contact with that reality.

The Structure of the Book

This book is divided into four parts, with a glossary of important terms. In Part I, "Gender Inequality Today," we review some areas of workplace

leadership and advancement where the magnitude of gender inequality is particularly egregious. We have focused on these areas to emphasize the extent and depth of the discrimination suffered by women in their careers—and the pervasive underestimation of the extent and gravity of that discrimination. We proceed to show that many of the common explanations given for the existence of workplace gender inequality—premised as they are on some supposedly innate, non-biological differences between women and men—are simply gender myths. Then, we identify the actual causes of gender inequality and how they result from the gendered nature of our workplaces. In these workplaces, structural discrimination is “baked in” to personnel-management systems, processes, and practices. This reinforces the fundamental biases that underly individual discrimination.

We argue that structural discrimination is a *systemic* problem—a problem caused by the nature and operation of organizations’ personnel-management systems. Individual discrimination, in contrast, is a *systematic* problem—a problem of consistent, predictably less favorable treatment of women than men by their coworkers. We end Part I by discussing the obvious and not so obvious costs of ongoing workplace gender inequality for organizations, teams, and employees.

In Part II, “We Haven’t Made Much Progress,” we consider the supposed simple, quick fixes to gender inequality—mandates, laws, and directives—and why they don’t succeed in reducing either structural or individual discrimination. Next, we explain why anti-bias training and programs designed to make women more effective at pursuing career success on equal terms with men—programs designed to “fix the women”—are misguided, doing little to end workplace gender inequality. We end this part with a discussion of the reasons men have not been actively involved in DEI initiatives to date; why men are needed in the efforts to create workplaces that are truly diverse, equitable, and inclusive; and how we can help bring men to the table.

In Part III, “The PATH,” we introduce and describe in detail the four actions at the heart of the program, the need for organizations to:

- **Prioritize** elimination of exclusionary behavior
- **Adopt** discrimination-resistant methods of personnel decision-making
- **Treat** inequality in the home as a workplace problem
- **Halt** unequal performance reviews, career advice, and leadership opportunities

Business, professional, and nonprofit organizations can use these principles to develop practical, effective, and readily achievable processes, tools, and techniques to end gender inequality in the workplace.

In Part IV, “Putting It All Together,” we explain how organizations can implement PATH as the foundation of their personnel-management practices. To do so requires a strongly led, adequately resourced, and thoughtfully structured effort to overcome employees’ resistance to change—both status quo bias and men’s defense of their current workplace status. We also set out a well-designed and properly implemented plan that explicitly details how and by whom PATH’s workplace changes will be made. The final chapter concerns the promise of PATH. It provides an explicit discussion of the benefits that organizations, teams, and individuals will realize once this bold, innovative, and forward-looking initiative is implemented.

PATH is not another plea for people to be less biased, behave more inclusively, or increase their self-awareness of workplace discrimination. Of course these are all highly laudable objectives. But the ultimate goal of ending workplace gender inequality will not be achieved by appealing to individuals’ sense of fair play, encouraging them to be better people, or explaining how their unconscious biases can undermine their conscious beliefs. The past 30 years of well-meaning, well-intentioned DEI training has demonstrated this fact. Attacking the symptoms rather than the causes of gender inequality is simply not enough to get us to gender equality. Such desirable individual behaviors will only come about when we have engineered workplace systems that ensure fair, equal, respectful, and inclusive outcomes for women and men. PATH is about changing that workplace context. It is a no-nonsense, specific, and entirely realistic approach to ending workplace gender inequality.

Chapter 7

The PATH

UP TO THIS POINT WE have looked at the extent of workplace gender inequality; its root causes; and its profoundly detrimental impact on the ability of organizations, teams, and individuals to flourish. We have also examined why current efforts to end workplace gender inequality have been only marginally successful; why there are no quick fixes for such inequality; and why men are reluctant to be involved in DEI efforts.

With this background, it is apparent that there is a vicious circle of the structural discrimination inherent in gendered workplaces and the individual discrimination reflected in the behavior of individuals in those workplaces. Structural discrimination leads to unequal workplace outcomes for women and men. The gender stereotypes and status beliefs that drive these unequal outcomes foster individual discrimination. People in these workplaces incorporate expectations of unequal gender outcomes into their own attitudes, judgments, and behaviors. This conduct, in turn, strengthens the persistence of structural discrimination. As a result, there is a process of mutual reinforcement of structural and individual discrimination, a highly pernicious process that most organizations' DEI initiatives have been unable to counter. As Sheen S. Levine, David Stark, and Michèle Lamont write in the *Harvard Business Review*, "In recent years, researchers have documented surprisingly feeble outcomes associated with diversity-training sessions, initiatives to reduce prejudice, and implicit-bias training."¹ It is apparent,

therefore, that if organizations simply continue to do DEI as they have been doing it, America's workplaces will continue to be plagued by pervasive, pernicious, and persistent gender inequality.

"We put up new curtains, we repainted the hallways, and we even replaced the lights in the restrooms.



"So why are we still having retention problems?"

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A new, different, and comprehensive approach to DEI is needed. An approach that directly challenges structural discrimination and by doing so offers the realistic prospect of ending individual discrimination. PATH is such an approach. It is a practical, accessible, and effective way for organizations to change the discriminatory outcomes of their personnel-management practices. By doing so, the workplace context that shapes attitudes and expectations changes; and, in turn, behaviors of the participants also change. By attacking structural discrimination, PATH also attacks individual discrimination. In the absence of structural discrimination, the context within which individual discrimination is fostered is changed so that women's and men's workplace experiences become more rewarding, pleasant, and safe.

PATH is an acronym of the first letter of each of the four principal components of the program:

- **P**rioritize elimination of exclusionary behavior
- **A**dopt discrimination-resistant methods of personnel decision-making
- **T**reat inequality in the home as a workplace problem
- **H**alt unequal performance reviews, career advice, and leadership opportunities

The PATH Approach

Gender inequality exists in our workplaces because those workplaces are “gendered”: they are male-dominated, male-identified, and male-centered. As a result, they operate to consistently and predictably favor men over women, to evaluate men less critically than women, and to value men’s contributions and accomplishments more highly than women’s. Gendered workplaces operate in this way because they are structured based on gender stereotypes and the status beliefs embedded in them. Everyday personnel-management practices—the ordinary, taken-for-granted ways in which people are hired, evaluated, given opportunities and responsibilities, and promoted—reflect these stereotypes and status beliefs. A workplace’s norms, values, and expectations are internalized by the participants in those workplaces, leading to individual discrimination. As Bob Pease writes in *Undoing Privilege: Unearned Advantage in a Divided World*, individual discrimination is “a result of the attitudes and practices of ordinary people who are not aware of how their [unconscious] assumption of [male] superiority impacts the lives of others.”²

PATH involves a series of changes to workplace personnel systems, processes, and policies that are designed to undermine the foundation of structural discrimination.



**“I’m willing to try you out, but
you’ll have to give up the whole cat thing.”**

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PATH does not seek to directly de-bias workplace participants. Rather, organizations are provided with the processes, techniques, and tools to change the ways in which personnel decisions, policies, and practices are implemented. PATH is designed to end the expected, routine pattern of unequal workplace outcomes for women and men. Once men’s assumed superiority is no longer “baked in” to workplace operations, individuals’ unconscious assumptions of such superiority are also undermined.

The changes that PATH recommends are not self-executing. Implementation depends on organizations undertaking a well-led, properly resourced, and fully empowered change initiative to bring about these changes.

In the chapters that follow, we explain the nature of PATH’s four components, the essential approaches underlying each of them, why PATH represents a new and effective approach for ending workplace gender inequality, and how organizations can implement its recommended changes.

The Components of PATH

To recap briefly, PATH recommends four sets of actions that organizations need to take to bring about an end to workplace gender inequality:

1. **Prioritize** elimination of exclusionary behavior
2. **Adopt** discrimination-resistant methods of personnel decision-making
3. **Treat** inequality in the home as a workplace problem
4. **Halt** unequal performance reviews, career advice, and leadership opportunities

Although each of these components can be structured as a stand-alone initiative, they are closely interrelated. When implemented as a comprehensive, integrated initiative, PATH provides organizations with the processes, tools, and techniques they need to effectively disrupt both structural and individual discrimination, foster the values inherent in diversity, and achieve an inclusive workplace environment in which employees can enjoy a sense of engagement, satisfaction, and ambition.

PRIORITIZE Elimination of Exclusionary Behavior

Assuring that women and men have equally positive workplace experiences—experiences that are equally challenging, rewarding, and conducive to career growth—depends on organizations creating workplace cultures that explicitly condemn exclusionary behaviors and empower individuals to interrupt such behaviors whenever they witness them. Such exclusionary behaviors include incivility, microaggressions, disregard and dismissal, subtle (and not so subtle) assertions of superiority, demeaning conduct, bullying, harassment, and intimidation. When a workplace is free of such behaviors, employees feel able to speak up and make their views known and are comfortable in challenging consensus thinking.

Such a workplace is psychologically and physically safe; it is welcoming to and supportive of all participants without regard to their social identities, personal characteristics, or life experiences.

Unless employees feel respected, valued, and free to honestly contribute to the advancement of their workplace objectives, gender inequality will still exist no matter what other changes organizations make to their personnel-management practices. Until women and men are assured of equally positive workplace experiences, women will never be able to achieve the same degree of career engagement, satisfaction, and motivation as men.

ADOPT Discrimination-Resistant Methods of Personnel Decision-Making

PATH is not an affirmative action initiative for women. Rather, its changes ensure that all personnel decisions are unaffected by structural or individual discrimination. It provides managers with a variety of decision-making techniques that are resilient to the influence of stereotypes, status beliefs, and individual biases. The guiding principle of this aspect of PATH is that the subjective preconceptions, expectations, and preferences of individual decision-makers need to be eliminated from formal personnel decisions so that these decisions can be made in fair, objective, and transparent ways.

TREAT Inequality in the Home as a Workplace Problem

Inequality in the home can have a discriminatory impact on women's career opportunities in their workplaces. When women are expected to perform the lion's share of home responsibilities—childcare, eldercare, and routine domestic responsibilities—they are unable to engage in workplace activities to the same extent as men (or other women who do not have such significant responsibilities). While organizations cannot directly ameliorate homelife inequality, they can do a great deal to lessen its discriminatory impact in their workplaces. In this regard, PATH

recommends specific steps that organizations should take to ensure, to the extent possible, that women's often unequal responsibilities as homemakers and caregivers do not limit their career advancement opportunities. These steps include adopting policies that provide flexible workplace times and locations, adequate parental leaves, financial assistance with caregiving, and well-designed and effective career reentry programs.

HALT Unequal Performance Reviews, Career Advice, and Leadership Opportunities

Organizations are likely to have unrecognized discriminatory practices with respect to how they conduct performance reviews, provide career advice, and offer and support opportunities for leadership development. These practices are often sources of acute workplace gender inequality. PATH sets out structural changes that organizations should make to ensure women and men receive (1) equally candid, constructive, and action-oriented performance reviews; (2) equally ambitious, supportive, and future-oriented career advice; and (3) equally frequent and valuable opportunities to exercise their leadership abilities and receive coaching, support, and recognition when they do.

Getting Started

Before implementing the changes PATH recommends, organizations need to prepare employees for what is to come and why. We have been somewhat dismissive of the value of most diversity training programs simply because of their heavy emphasis on teaching people to behave in less biased ways. But the training programs that should precede implementation of the PATH changes are of a quite different nature. Such training should be focused on increasing employees' knowledge of the extent of workplace gender inequality, its structural and individual causes, its adverse consequences for organizational and team performance, and the damage it does to professional relationships.

Importance of Information

Providing employees with critical information prior to launching PATH is essential to its success. There are three essential concepts that should be incorporated in early training and educational outreach: (1) the understanding that gender inequality is pervasive and needs to be proactively countered in the workplace; (2) that gender inequality does not result from any essential differences in women's and men's workplace qualifications; and (3) that the elimination of gender inequality depends on changes to the organization's personnel systems, processes, and practices. Let's look at these in more detail.

1. *Gender inequality is a reality in the workplace.* Organizations can help educate their employees on these realities in a variety of ways.³ The most straightforward and effective way would be for large organizations to release their EEO-1 data.⁴ The Equal Employment Opportunity Commission (EEOC) requires private employers with 100 or more employees and federal contractors with 50 or more employees to annually file an EEO-1 report, providing a breakdown of worker gender, race, and ethnicity in 10 job categories. Releasing EEO-1 data may be viewed by some organizations as too detailed and possibly misleading for employees. But whether or not organizations choose to release their EEO-1 data, in one way or another they need to impress upon their employees the reality that gender inequality exists in their workplace and that they are committed to eliminating it.
2. *Women and men are not fundamentally different with respect to their workplace abilities.* People often believe that women's and men's unequal career outcomes are caused by inherent differences in their abilities, characteristics, or personal preferences. As we saw in Chapter 2, many men (and some women) believe in one or more of The Five Gender Myths—myths concerning the existence of fundamental, nonphysiological differences between women and men. Therefore, organizations need to make every

effort to change this mindset, convince employees of women's and men's fundamental similarities with respect to career capabilities, and that gender inequality exists because of structural and individual discrimination.

3. *Ending gender inequality requires changes in workplace systems, processes, and practices.* It is important that employees understand the profound effects of unconscious bias in their own behaviors. But it is equally important that they understand that workplace gender inequality is systemic and caused by inadequate and inappropriate gender-equal controls in workplace systems, processes, and practices. Consequently, in accordance with the PATH approach, organizations need to inform employees about the changes that will be made in the ways in which personnel management is carried out in the workplace, changes that are designed to make their workplaces fairer and more equal, and their experiences in those workplaces more positive, rewarding, and inclusive.

Efforts to inform employees of the three essential concepts should be ongoing and incorporated into workplace cultures, but once organizations believe the initial messaging outreach has been accepted by a substantial number of employees, it is time to announce the adoption of PATH and provide a summary outline of its four principal components. This will involve an overview of the material we present in the next four chapters. The objective of such an announcement is not to immerse employees in the details of the PATH program but to simply give them a heads up as to what is to come.

KEY TAKEAWAYS

- **Prioritize elimination of exclusionary behavior:** employees feel safe to speak up, make their views known, and dissent from consensus views.

- **Adopt discrimination-resistant methods of personnel decision-making:** hiring and advancement decisions are made and constructed on a fair and objective basis, unaffected by structural or individual discrimination.
- **Treat inequality in the home as a workplace problem:** policies support flexible scheduling and locations of work, adequate parental leave, financial assistance with family care, and well-designed and effective career reentry programs.
- **Halt unequal performance reviews, career advice, and leadership opportunities:** the assessments of workplace performance, career advice, and leadership development programs do not favor men.

ABOUT THE AUTHORS

Andrea Kramer and Alton Harris are co-authors of two award-winning books: *Breaking Through Bias (Second Edition): Communication Techniques for Women to Succeed at Work* (Nicholas Brealey, 2020) and *It's Not You, It's the Workplace: Women's Conflict at Work and the Bias That Built It* (Nicholas Brealey, 2019). Andie and Al are also the authors of hundreds of articles on diversity, overcoming gender stereotypes, and building inclusive workplaces that have been featured in numerous national media outlets. They are contributing writers to *Harvard Business Review's* "On Women and Leadership" (2019), and Andie is a contributing writer on gender issues in the workplace for Forbes.com.

Together and separately, Andie and Al speak and lead workshops across the country to help women, men, and organizations eliminate gender inequality and build more inclusive and productive workplaces. In *Beyond Bias*, they present for the first time in fully-developed form, PATH: a comprehensive, multifaceted initiative to eliminate gender inequality in all of its manifestations in every type of workplace. PATH offers a practical, effective, and realistic way for companies to begin to finally make significant progress in ridding their workplaces of gender inequality by making them more fair, inclusive, and satisfying for everyone. PATH is not another call for individuals to become more aware of their biases and make diligent efforts to stop their influence on their behaviors. Quite the contrary, PATH is a concrete, step-by-step program by which organizations can make the changes in their personnel management practices that will finally lead to the end of hurtful, pernicious, and persistent workplace gender inequality.

Andie is the founding member of ASKramer Law LLC. She is a

former partner in an international law firm, where she established its Gender Diversity Committee and served on both the firm's Management Committee and Compensation Committee. She was named one of the 50 Most Influential Women Lawyers in America by the *National Law Journal* for her "demonstrated power to change the legal landscape, shape public affairs, launch industries, and do big things." She cofounded the Women's Leadership and Mentoring Alliance (WLMA), which has been highly successful in providing mentorship opportunities for aspiring women across the country.

Al was a founding partner of a Chicago law firm that merged into a large national law firm. In the firm that he founded, Al served for many years as the managing partner and then as a member of its Executive and Compensation Committees. In these roles, he had extensive experience mentoring and advising women in many career fields. Al's extensive research, astute observations, and pragmatic voice have made him a nationally recognized advocate for women's career advancement, getting men into the conversation for advancing gender equality, and building truly inclusive workplaces.

Andie and Al are married, have a daughter who is a medical doctor, and live in Chicago with their rescue dogs and rescue cats.

