MONTHLY COMMITTEE MEETING AGENDA
15 April 2020

1. Upcoming WIA Events and Programs | May & June 2020
   • Wednesday, 20 May 2020 | WIA Monthly Committee Meeting
     o Center for Architecture | 6:30 pm – 8:00 pm
   • Friday, 12 June 2020 | Leadership Breakfast | Sylvia Smith, FAIA
     o Sylvia Smith | Senior Partner at FXCollaborative
     o Webinar (TBC) | 8:00 am to 9:00 am
   • Summer 2020 | AIA WIA East Coast Exchange
     o AIANY WIA to engage two AIA East Coast Chapters to exchange committee programs and events through virtual slides in a webinar session
     o Proposed by AIA West New Jersey | Jessica O'Donnell, AIA
     o jessica.mae.odonnell@gmail.com (29 March 2020)
     o Date and time to be confirmed
   • Fall 2020 | AIA WIA Virtual City to City Design Forum
     o AIANY WIA to conduct a design presentation webinar with multiple AIA WIA Chapters
     o Proposed by Wells Megalli, Deborah Berke Partners
     o wmegalli@berke.com (4 April 2020)
     o Date and time to be confirmed

2. Around Town & Related Events
   • MadaMind | 21 March 2020 (8:30 am – 11:15 am) POSTPONED
     o Half-day ‘Mastermind’ that focuses on providing development for a diverse group of women
     o Expert speakers on the topic of “Optimal Harmony,” internally + in surrounding environments

3. Topics, Good Reads & Resources | COVID-19
   • W NORTH
     o PIVOT: A Virtual Panel Series (April 15-17, 2020) | FREE
     o Wednesday, 15 April @ 1:00 pm | Managing & Motivating Remote Teams
     o Thursday, 16 April @ 1:00 pm | From Crises to Pivot: How These Organizations Shifted Gears
     o Friday, 16 April @ 1:00 pm | Leadership Lessons to Support Parents During COVID-19
     o https://mc.wnorthconnect.com/connect-events/
   • Madame Architect | Ask the Editors
     o Advice by Elaine Molinar, Partner & Managing Director at Snohetta on “Student Hoping for Work”
     o Advice by Hayes Slade, Founding Principal at Slade Architecture on “Small Business Owner”
     o https://www.madamearchitect.org/ask-the-editors

“The WIA Committee of the AIANY Chapter is the definitive leadership resource for women in the architecture profession.”

Co-Chairs | Vivian Lee, AIA, LEED AP, Kerry Nolan, AIA
Media Communication | Kavyashri Cheralu, Arielle Lapp
Advisory Board | Sandra Benjamin, AIA, LEED AP BD+C, NCARB, Jen Stencel, AIA, LEED AP, Rosalind Tsang, AIA
Simmons University | Institute for Inclusive Leadership
- https://leadership.simmons.edu/institute/

Plural Sight
- Build in-demand technical skills with access to expert-led video courses | #FREEapril

CARES Act Paycheck Protection Program
- Forgivable loans to small businesses to pay their employees during the COVID-19 crisis

4. Topics

Building Yourself Blog by Mia Scharphie
- http://buildyourselfworkshop.com/blog/
- “Roller Coaster Effect” video and “Hold On To Your North Star”
- https://www.linkedin.com/in/miascharphie/detail/recent-activity/
- https://medium.com/@MiaScharphie/hold-on-to-your-north-star-9f444e8d9956

Julie Brown | Business Development Strategist, Networking Coach, Public Speaker
- https://juliebrownbd.com/
- Lastest Pro-Tips Videos | https://juliebrownbd.com/pro-tips/

OrangeGrove Consulting
- Consultants, trainers, and coaches to improve gender equity and inclusivity for organizations with tools and training programs
- 90-minute workshop on “Understanding Bias: Challenges and Opportunities for Women Leadership” | $50 registration fee
- Contact: Keely Denenberg | Keely@orangegroveconsulting.com
- https://www.orangegroveconsulting.com/women-in-leadership/

W NORTH
- A global community of women who are aiming for, or already on, a senior executive leadership track and connects to female business leaders in corporate, public, and entrepreneurial sectors through a digital community and online programming
- https://wnorthconnect.com/chapters/new-york/

Co-Creating Inclusion
- Diversity, equity, and inclusion firm with a focus on shifting culture and driving equity through strategic consulting, leadership & team development, workshop facilitation, and business integration.
- Alethea Cheng Fitzpatrick | Diversity, Equit & Inclusion Consultant
- https://cocreatinginclusion.com/
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- **AIA Small Firm Exchange | SFx**
  - Advocate for small firms within the AIA and in outside organizations and agencies
  - Promote leadership in Small Firm professional development and practice
  - Facilitate and support the local component round tables and small firm networks.

- **NEXT Architects**
  - Facebook Group for young architects | Members only invite
  - Contact: Arielle Lapp | alapp515@gmail.com

5. **Good Reads, Podcast and Resources**
- **Simmons University | Institute for Inclusive Leadership**
  - “Women’s Mentoring Experiences in the #MeToo Era
  - [https://leadership.simmons.edu/institute/](https://leadership.simmons.edu/institute/)

- **Metropolis**
  - “In Mexico, Women Architects Join a National Movement” by Ana Karina Zatarain
  - [https://www.metropolismag.com/architecture/mexico-women-architects/](https://www.metropolismag.com/architecture/mexico-women-architects/)

- **Together Apart**
  - New York Times podcast
  - Together Apart is part guide, part reminder of the resiliency of the human spirit to still creatively meaningfully gather, even while we have to be apart. The show is hosted by Priya Parker, a conflict facilitator whose expertise is in how we gather

- **The Fairygodboss Advantage** | Presented by Sam Spica
  - Exclusive access to Fairygodboss’ new professional profiles, which include features like:
    - **Quick Apply** | Apply to jobs in one simple step
    - **Application Status** | Real-time updates on where you are in the hiring process
    - **Talk to Recruiters** | Talk directly with recruiters on Fairygodboss after you quick apply
    - **Insider Tips** | Gain access to The FGB Job Search Handbook, a comprehensive guide to landing your dream job

6. **COVID-19 Forum**
- Working From Home (WFH)
- Work | Life Balance
- Office Initiatives
- Helpful Advice and Resources

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PAYCHECK PROTECTION PROGRAM (PPP) INFORMATION SHEET:
BORROWERS

The Paycheck Protection Program (“PPP”) authorizes up to $349 billion in forgivable loans to small businesses to pay their employees during the COVID-19 crisis. All loan terms will be the same for everyone.

The loan amounts will be forgiven as long as:

- The loan proceeds are used to cover payroll costs, and most mortgage interest, rent, and utility costs over the 8 week period after the loan is made; and
- Employee and compensation levels are maintained.

Payroll costs are capped at $100,000 on an annualized basis for each employee. Due to likely high subscription, it is anticipated that not more than 25% of the forgiven amount may be for non-payroll costs.

Loan payments will be deferred for 6 months.

When can I apply?

- Starting April 3, 2020, small businesses and sole proprietorships can apply for and receive loans to cover their payroll and other certain expenses through existing SBA lenders.
- Starting April 10, 2020, independent contractors and self-employed individuals can apply for and receive loans to cover their payroll and other certain expenses through existing SBA lenders.
- Other regulated lenders will be available to make these loans as soon as they are approved and enrolled in the program.

Where can I apply? You can apply through any existing SBA lender or through any federally insured depository institution, federally insured credit union, and Farm Credit System institution that is participating. Other regulated lenders will be available to make these loans once they are approved and enrolled in the program. You should consult with your local lender as to whether it is participating. Visit www.sba.gov for a list of SBA lenders.

Who can apply? All businesses – including nonprofits, veterans organizations, Tribal business concerns, sole proprietorships, self-employed individuals, and independent contractors – with 500 or fewer employees can apply. Businesses in certain industries can have more than 500 employees if they meet applicable SBA employee-based size standards for those industries (click HERE for additional detail).

For this program, the SBA’s affiliation standards are waived for small businesses (1) in the hotel and food services industries (click HERE for NAICS code 72 to confirm); or (2) that are franchises in the SBA’s Franchise Directory (click HERE to check); or (3) that receive financial assistance from small business investment companies licensed by the SBA. Additional guidance may be released as appropriate.
What do I need to apply? You will need to complete the Paycheck Protection Program loan application and submit the application with the required documentation to an approved lender that is available to process your application by June 30, 2020. Click HERE for the application.

What other documents will I need to include in my application? You will need to provide your lender with payroll documentation.

Do I need to first look for other funds before applying to this program? No. We are waiving the usual SBA requirement that you try to obtain some or all of the loan funds from other sources (i.e., we are waiving the Credit Elsewhere requirement).

How long will this program last? Although the program is open until June 30, 2020, we encourage you to apply as quickly as you can because there is a funding cap and lenders need time to process your loan.

How many loans can I take out under this program? Only one.

What can I use these loans for? You should use the proceeds from these loans on your:

- Payroll costs, including benefits;
- Interest on mortgage obligations, incurred before February 15, 2020;
- Rent, under lease agreements in force before February 15, 2020; and
- Utilities, for which service began before February 15, 2020.

What counts as payroll costs? Payroll costs include:

- Salary, wages, commissions, or tips (capped at $100,000 on an annualized basis for each employee);
- Employee benefits including costs for vacation, parental, family, medical, or sick leave; allowance for separation or dismissal; payments required for the provisions of group health care benefits including insurance premiums; and payment of any retirement benefit;
- State and local taxes assessed on compensation; and
- For a sole proprietor or independent contractor: wages, commissions, income, or net earnings from self-employment, capped at $100,000 on an annualized basis for each employee.

Does the PPP cover paid sick leave? Yes, the PPP covers payroll costs, which include employee benefits such as costs for parental, family, medical, or sick leave. However, it is worth noting that the CARES Act expressly excludes qualified sick and family leave wages for which a credit is allowed under sections 7001 and 7003 of the Families First Coronavirus Response Act (FFCRA) (Public Law 116–127). Learn more about the FFCRA’s Paid Sick Leave Refundable Credit online.

How large can my loan be? Loans can be for up to two months of your average monthly payroll costs from the last year plus an additional 25% of that amount. That amount is subject to a $10 million cap. If you are a seasonal or new business, you will use different applicable time
periods for your calculation. Payroll costs will be capped at $100,000 annualized for each employee.

**How much of my loan will be forgiven?** You will owe money when your loan is due if you use the loan amount for anything other than payroll costs, mortgage interest, rent, and utilities payments over the 8 weeks after getting the loan. Due to likely high subscription, it is anticipated that not more than 25% of the forgiven amount may be for non-payroll costs.

You will also owe money if you do not maintain your staff and payroll.

- **Number of Staff**: Your loan forgiveness will be reduced if you decrease your full-time employee headcount.
- **Level of Payroll**: Your loan forgiveness will also be reduced if you decrease salaries and wages by more than 25% for any employee that made less than $100,000 annualized in 2019.
- **Re-Hiring**: You have until June 30, 2020 to restore your full-time employment and salary levels for any changes made between February 15, 2020 and April 26, 2020.

**How can I request loan forgiveness?** You can submit a request to the lender that is servicing the loan. The request will include documents that verify the number of full-time equivalent employees and pay rates, as well as the payments on eligible mortgage, lease, and utility obligations. You must certify that the documents are true and that you used the forgiveness amount to keep employees and make eligible mortgage interest, rent, and utility payments. The lender must make a decision on the forgiveness within 60 days.

**What is my interest rate?** 1.00% fixed rate.

**When do I need to start paying interest on my loan?** All payments are deferred for 6 months; however, interest will continue to accrue over this period.

**When is my loan due?** In 2 years.

**Can I pay my loan earlier than 2 years?** Yes. There are no prepayment penalties or fees.

**Do I need to pledge any collateral for these loans?** No. No collateral is required.

**Do I need to personally guarantee this loan?** No. There is no personal guarantee requirement.

***However, if the proceeds are used for fraudulent purposes, the U.S. government will pursue criminal charges against you.***

**What do I need to certify?** As part of your application, you need to certify in good faith that:

- Current economic uncertainty makes the loan necessary to support your ongoing operations.
- The funds will be used to retain workers and maintain payroll or to make mortgage, lease, and utility payments.
- You have not and will not receive another loan under this program.
- You will provide to the lender documentation that verifies the number of full-time equivalent employees on payroll and the dollar amounts of payroll costs, covered
mortgage interest payments, covered rent payments, and covered utilities for the eight
weeks after getting this loan.

- Loan forgiveness will be provided for the sum of documented payroll costs, covered
mortgage interest payments, covered rent payments, and covered utilities. Due to likely
high subscription, it is anticipated that not more than 25% of the forgiven amount may
be for non-payroll costs.

- All the information you provided in your application and in all supporting documents
and forms is true and accurate. Knowingly making a false statement to get a loan under
this program is punishable by law.

- You acknowledge that the lender will calculate the eligible loan amount using the tax
documents you submitted. You affirm that the tax documents are identical to those you
submitted to the IRS. And you also understand, acknowledge, and agree that the lender
can share the tax information with the SBA’s authorized representatives, including
authorized representatives of the SBA Office of Inspector General, for the purpose of
compliance with SBA Loan Program Requirements and all SBA reviews.
THE GENDERED IMPACT OF COVID 19 AND REMOTE WORK ON WOMEN AND ORGANIZATIONS

Mary Shapiro, Stacy Blake-Beard, Susan Halter
The Simmons University Institute of Inclusive Leadership
The world of work has dramatically shifted with the COVID outbreak. Employees across all industries and all levels are now working remotely, significantly impacting how work gets done. In emergencies, it is tempting (and appropriate) to quickly develop infrastructure (Zoom, Microsoft Teams, Slack) and processes (virtual meetings, Google docs). But while organizations are scrambling to develop the infrastructure and processes needed to enable this virtual work, it is critical to keep in mind the axiom “culture trumps strategy every time.”

This axiom points to another and equally fundamental challenge: how to evolve from a primarily face-to-face culture to a virtual one that enables employees to fully contribute. Organizations that have worked diligently to make their cultures more diverse and inclusive now must intentionally think about the impact remote work has on that culture. How do diverse voices continue to be included in decisions that are being made quickly? How are those decisions informed by the needs of diverse employees who are being differentially affected by remote work? How do senior leaders resist quickly tapping only from their inner circle to lead initiatives? Without attention to how remote work is impacting the culture of an organization, an organization’s strategy of remaining viable will be hampered by a workforce that is not fully included and empowered to contribute.

To address the challenge of aligning culture with strategy, in this commentary we first provide a brief overview of the gender dynamics that are present in every organization and how those dynamics may be exacerbated by remote work. Secondly, we offer recommendations for both organizations and individuals who are committed to continuing their diversity, equity and inclusion (DE&I) efforts during the COVID crises and remote work. Our goal is to assist organizations and individuals in facing the immediate crises and in continuing their DE&I work for a brighter future beyond.

Before we begin it is important to note two underlying tenets. One, this commentary focuses on the potential exclusion and invisibility remote work may
have on professional women. But it is important for leaders to address the needs of the lowest paid workers during this time as well. Second, we believe that “what’s good for women in organizations is good for all employees.” While our recommendations are directed towards women, they will be just as impactful for people of all social identities.

**Gender dynamics in organizations:**

We know that all organizations are ‘gendered’, in that they reflect the people who created them. For most organizations that means the ‘way we do things around here’ is often associated with masculine behaviors. These norms mean that employees may be expected to:

- interrupt others, speak loudly, and use exaggerated language in order to convey confidence;
- take risks, speak directly, and be gregarious in order to be seen as a leader;
- be available 24/7 for work in order to be seen as committed and ‘doing whatever it takes.’
- talk about their accomplishments in order to capture promotions
- mold themselves to represent the “model employee”

The conflation of those expectations with masculinity creates challenges for employees who are not white and male. Women who interrupt may be seen as rude; who speak directly as ‘bossy’; who talk about their accomplishments as ‘bragging.’ For women of color, the challenges are compounded – they face those gendered expectations as well as myths/expectations based on racial differences. The logical outcome of women being misinterpreted over time is that they withdraw by not talking in meetings, not raising their hands for promotions... or by ultimately leaving the organization.

Many organizations have worked hard to identify these unintentional yet powerful, often unspoken and often unconscious expectations. Acknowledgement
of these barriers enables organizations to change them in an effort to benefit from the diversity of its employees. Organizations have ramped up mentoring and sponsoring for women; have re-examined promotion practices (such as the requirements around travel and relocation) that differentially impacts women; have set aggressive goals for diversity on boards and in senior management.

Those efforts have moved organizations towards work cultures that offer more potential for all employees to fully contribute, be recognized, valued and rewarded for their diverse contributions.

Now comes COVID, and the strategy of remote work. What can leaders in organizations do today to be thoughtful and intentional about continuing their work to build inclusive work cultures? What can women in those organizations do to continue contributing and being valued? What can they both do to continue building strong work cultures that will serve both the organization and individuals today….and once we move past this crisis?
THE GENDERED IMPACT OF COVID 19 AND REMOTE WORK ON WOMEN AND ORGANIZATIONS

RECOMMENDATIONS FOR LEADERS IN ORGANIZATIONS

1. **SET BOUNDARIES** around when individuals are expected to be ‘at work’ while at home. How soon do emails need to be answered? Just because people are at home doesn’t mean they can work 24/7. Many employees will be taking care of children, parents, ailing family members or friends. Just getting regular life activities accomplished (i.e., groceries, laundry) will take up more time.

2. **PAUSE WHEN MAKING DECISIONS.** When gathering people together in crises to make a decision, it’s very easy to pull in fewer and just your closest colleagues. Resist that, because by doing so you’re more likely to rely on people who are like you and think like you. Doing so means you miss making more broadly effective and sustainable decisions as you fail to include diverse perspectives, or recognize the breadth of issues your employees are facing.

3. **OUT OF SIGHT OUT OF MIND:** Because you are in virtual mode, you only see who you invite to be with you online. As a result, your scope of input and perspectives narrow. You no longer run into someone in the cafeteria who is in town from another business unit/geographic location. You no longer get pulled into a meeting spur of the moment as you pass by a conference room. Make a list of people whose opinions and perspectives you value, and be intentional about setting up ways of staying in touch.

4. **ESTABLISH HOW AIR TIME IS USED** in Zoom or virtual meetings. Women are socialized to not interrupt, and research shows that both men and women more freely interrupt women than men. If there are no protocols established and maintained, women’s voices often aren’t heard. Establish a separate “air traffic controller” role to pay attention to people who are raising hands to speak, and temporarily mute those who keep interrupting.
RECOMMENDATIONS FOR INDIVIDUALS

1. **OUT OF SIGHT OUT OF MIND.** Actively work against this very normal dynamic that everyone falls prey to, especially in times of crises when biologically we are hard-wired to narrow our focus. With remote work, your exposure to people is constrained by who invites you to meetings, and who their participants are. Be strategic in staying visible to other key people. Keep emails short, with links to interesting ideas and useful information. Send those emails, and updates of your work, to people who are making decisions, and who are critical to your career. Be strategic to remain ‘visible’.

2. **BE PRESENT AND VERBAL IN MEETINGS.** So many decisions are being made quickly in meetings. Challenge yourself to get airtime so you can contribute (and be seen as a valued contributor). Literally wave in your photo tile if ‘raising hands’ with virtual icons is not working. If you can get the agenda and participant list ahead of time, have “meetings before the meetings” where you share your ideas and hear others’ one on one where airtime isn’t so tight. Email a follow up to participants with new ideas or things you didn’t get airtime to share.

3. **BE A CONTRIBUTOR TO BUILDING D&I INTO THE VIRTUAL SPACE.** Ask people who are silent (or not called on) in meetings to share their ideas. Protect their airtime as others interrupt them. Look at the ‘participant’ list and invite someone left off to the meeting. When urged to make a decision in the moment, and you believe other perspectives are needed, don’t fall prey to the pressure ---“let me get back to you” is as viable a strategy in the virtual world as it is in the physical world.

4. **BE DILIGENT ABOUT THE POTENTIAL IMPACT OF STEREOTYPES OR UNCONSCIOUS BIAS.** Be observant about how work is getting done, and who is being sidelined. Exclusion may be happening due to chaos, anxiety, and/or the need for expediency. It may also be due to unconscious bias. Be an active problem solver by identifying and proposing new ways of getting work done that is both expeditious and inclusive.
None of these recommendations for leaders or individuals are easy, especially when COVID represents an immediate existential threat for many organizations and their employees. The challenge is doing the work that enables companies to remain viable, while being mindful of the workplace culture. New ways of doing things will evolve whether they are intentionally determined or not: how decisions are made, how power is used, how inclusive we are, how we act or not act on our values. When we are on the ‘other side’ of the pandemic, the question will be: is your organization’s culture in a better place than where it was before COVID hit?

**Endnotes**

For more on the axiom about culture and strategy, see: https://hbr.org/2011/03/culture-trumps-strategy-every-time by Nilofer Merchant, March 22, 2011; or for an historical investigation on how that axiom evolved, see: https://quoteinvestigator.com/2017/05/23/culture-eats/

Diversity, Equity and Inclusion efforts focus on highlighting “information and tools to help leaders make the changes that will lead to more diverse, equitable and inclusive organizations” (https://independentsector.org/resource/why-diversity-equity-and-inclusion-matter/)

For more information on the impact COVID and remote work is having on low wage women in the service sector, check out: "Women working in the shadows and the Coronavirus threat, by Amalia Arredondo, March 25, 2020 at: https://www.arredondoconsulting.com/2020/03/25/women-working-in-the-shadows-and-the-coronavirus-threat/

For more information on gender dynamics in the workplace, see the following sites: https://www.simmons.edu/sites/default/files/2019-03/Insights%202019.pdf; https://www.ccl.org/articles/leading-effectively-articles/gender-equality-workplace/; https://hbr.org/2020/03/whats-really-holding-women-back

For more information about women and communication, refer to any of Deborah Tannen’s work (”Talking 9 to 5” published by William Morrow & Company, NY; or “The power of talk: who gets heard” published through Harvard Business School Press, #99510); or Maureen Scully’s “Gender and Virtual Work: How New Technologies Influence Work Practices and Gender Equity”, CGO Insight #12 at https://www.simmons.edu/academics/research/cgo/publications
If you’ve been sexually harassed or assaulted, actress Alyssa Milano tweeted on October 15, 2017, “write ‘me too’ as a reply to this tweet.” By the end of that day, 200,000 women had responded to this revival of Tarana Burke’s 2006 initial ‘me too’ invitation to share stories of sexual assault. One year later, the #MeToo hashtag had been used over 19 million times. Now, at the two-year anniversary of this extraordinary cultural event, an assessment of its impact has been widely discussed. While #MeToo has created a platform for women to bring sexual harassment concerns to the forefront of their organizations, unintended consequences have also occurred. Most noticeably the concern is that men are withdrawing from mentoring relationships with women. Because much of those public discussions have focused on men’s perspectives and responses, a team of Simmons University researchers sought to examine what women have been experiencing. Perhaps surprising, out of the glare of social media, we found that both male and female mentors and their female protégés are quietly persisting in doing the hard work of adjusting, clarifying, and strengthening their relationships.

What are men saying?

Reports in the media have documented a variety of troubling responses to #MeToo. While some men have used the opportunity to acknowledge past blindness about women’s experiences, others have engaged in an active denial of the problem and made hostile threats about withdrawing from professional relationships with women colleagues and co-workers. This threat of withdrawal from engaging with women colleagues has been dubbed “the Pence Principle” named for Vice-President Mike Pence’s 2017 admission that he never “eats alone with a woman other than his wife and that he won’t attend events featuring alcohol without her by his side, either.” Additionally, two national surveys of U.S. adults conducted by LeanIn.org (2018) and SurveyMonkey (2019) found that the number of male managers who are uncomfortable mentoring women was increasing. By 2019, a full 60% of male managers in the U.S. reported they are “uncomfortable engaging in commonplace workplace interactions with women, including mentoring, socializing, and having one-on-one meetings.” This was a 14% increase from 2018. Explaining why they are uncomfortable, 36% of men said they are “nervous about how it would look.” Even the possibility of having one’s intentions misconstrued was named as a reason for backing away.

Mentoring, long defined as a relationship between an experienced senior colleague (mentor) and a less experienced junior colleague (protégé), has been well established as an essential element of women’s professional advancement. Consequently, men’s potential withdrawal from professional relationships could have a profound impact on women’s careers.
Simmons University Institute for Inclusive Leadership

What are women saying?

To learn about women’s perspectives, we examined survey responses of 142 attendees of the Simmons Leadership Conference in Boston in April 2019 who answered items concerning, “In what ways, if any, have your experiences, with both female and male mentors, been affected by the #MeToo movement?”

Half of respondents (50.0%) were mid-level professionals in the industries around which most of the #MeToo dialogue has centered, namely, finance, banking, insurance, and technology. Some interesting notes on our sample respondents:

- Almost three-quarters (71.1%) reported being in a mentoring relationship in the workplace, the majority of which were with female mentors (64.8%).
- Respondents most often reported being in a current mentoring relationship one year or less (39.8%), and that their mentor is two steps above their own professional status (35.2%).
- Their mentorship relationship began by the respondent choosing their mentor independent of a formal mentoring program (58.0%).

Our Findings

With so much hyperbolic language dominating the media – and with so much stake for employees and organizations – we wanted to examine mentoring relationships from the protégé’s perspective. We found:

1. Mentoring relationships don’t seem to have changed in a negative manner as much as the media hype has suggested. In fact, contrary to media hype, some respondents indicated these relationships have actually improved.
2. Women’s slightly higher reliance on female mentors that was identified in surveys prior to #MeToo was replicated in our survey post movement.
3. Bolstering sexual harassment policies was the most frequently named organizational response to #MeToo, yet many respondents revealed they were unaware of what their organizations are doing.

Finding #1: Women protégés have not experienced much change in their mentoring relationships; some relationships have improved.

In a seminal work on gender and mentoring, Kathy Kram identified two primary role categories mentors enact in the workplace. This first is related to career support (such as suggesting strategies to achieve career goals, providing feedback, and building visibility with important people); the second is related to psychosocial support (such as providing encouragement and acceptance, and serving as a role model, confidant and sounding board). In our survey, we asked respondents about Kram’s 29 mentoring roles imbedded in those two categories. We found that while most career role activities have not changed, notable percentages of respondents reported that their relationships have improved with respect to mentors’ psychosocial roles. Only a small fraction of respondents told us they have observed a decrease in some aspects of their experiences with their mentors.

Figure 1. Career Roles

<table>
<thead>
<tr>
<th>Role</th>
<th>Protégés Seeing a Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provides support and encouragement</td>
<td>32.7%</td>
</tr>
<tr>
<td>Accepts me as a competent professional</td>
<td>35.3%</td>
</tr>
<tr>
<td>Brings my accomplishments to the attention of important people</td>
<td>19.4%</td>
</tr>
</tbody>
</table>

Psychosocial Roles:

Unlike career roles which primarily remained stable, participants reported an increase in psychosocial roles across 9 of the 14 roles (see Figure 2 above). Roles receiving a higher percentage of “slightly/much more often” ratings include: “provides support and encouragement” (67.3%); “accepts me as a competent professional” (64.7%); and “someone I can confide in” (64.7%). These notable increases indicate a strengthening of mentoring relationships.

Finding #2: Women continue to rely on female mentors.

Two organizational facts have long impacted the gender of women’s mentors: mentors typically being more senior than their protégés, and men occupying greater numbers of senior positions in organizations. Because the proportion of women in leadership remains stubbornly low, at only 34% of senior manager/directors and 30% of vice-presidents in 2018, the number of senior level women available for mento- ring remains slim. Yet, in our study, 64.8% reported having a female mentor.

Given the dynamics of #MeToo, having a mentor of the same gender has become increasingly salient, and our study found that female mentees and their female mentors have strengthened their bonds following #MeToo.

There may be several explanations for this. One, this finding is consistent with the scholarship around homophily which acknowledges that people have a tendency to feel more comfortable around and bond with people who are similar to them. Given the dynamics of #MeToo, having a mentor of the same gender has become increasingly salient, and our study found that female mentees and their female mentors have strengthened their bonds following #MeToo.

In 13 out of 14 psychosocial roles, female mentors were rated as increasing the frequency of these role behaviors at larger percentages than male mentors indicating stronger emotionally positive growth in those same-gender relationships.

Secondly, protégés may be increasingly searching for role models as part of their mentoring relationships. Indeed, Scandura (1992) and Blake-Beard (2002) both proposed that role modeling should be considered...
What comes next? Recommendations for organizations and individuals

For organizations, the focus on sexual harassment is a start. A sexual-harassment-free work culture benefits both men and women, the vast majority of whom go to work expecting and wanting to work. But to build a mentoring culture, organizations also need to require, support, and reward cross-gender mentoring. A 2018 study revealed that 71% of mentors, male and female, still choose protégés who are the same gender and race. Creating mentoring programs that help all prospective mentors deal with this natural phenomenon is critical. Additionally, some organizations are addressing head-on the fear that men feel by establishing “Lean In-like circles” that provide ‘safe spaces’ where men can express and deal with their fears. In these discussion groups, men also clarify with one another what behaviors might qualify as inappropriate. Still other organizations are creating processes that attempt to ensure that no one will be tainted by false accusations. As one inclusion strategist named it: “it’s about engaging and changing, not blaming and shaming.”

Many call for men to do the internal work to understand their fears and guide their behavior accordingly rather than withdraw from women. Men (and women) need to recognize and control the natural draw of homophily, and understand how excluding women from mentorship can impede women’s careers. Instead, when seeking out women to mentor, men need to be transparent regarding why and how they are developing their female protégés. This clarifying messaging is needed both inside (to their protégés) and outside (to others in the organizational community) the mentoring relationship.

Consistent with a notable percentage of ratings showing that little had changed in their mentoring relationships, particularly for mentors’ career roles, 84.9% of the women in our survey said they themselves had made no specific changes to address any #MeToo dynamics in their relationships or organization. Yet women still have a role in fostering a mentoring culture. This encouragement includes actively pursuing the best mentor possible (male or female); being clear with their mentor what their goals and expectations are; and being clear and firm if their mentor is making them uncomfortable. For senior women, it is important to be active in taking up mentoring, not just with female talent. Senior female mentors can (and should) also recognize the impact they can have on young men as they become acculturated into their professional lives.

Conclusion

Certainly the #MeToo movement has set complex and paradoxical dynamics in motion within organizations and mentoring relationships. Some individuals may be frightened into protective withdrawal, while others may be motivated to do the hard work of preserving mentoring as an essential factor in talent development and community building. The #MeToo movement may have also been a call to women in leadership positions to become more visible and active in their roles as models to other women.

Our survey respondents primarily reported that career role support from mentors had not changed compared to prior to the #MeToo movement, while there was actually an increase in multiple aspects of psychosocial roles, particularly with female mentors. Those increases in psychosocial roles could be affected by the confounding variable that relationships of all kinds strengthen as time goes on; or they might be responding to a greater need for emotional support in a post #MeToo work setting. This relative stability as well as growth in certain areas of the mentoring relationship may also be explained by some of the demographics of our sample: our respondents were conference attendees who were primarily representing their organizations. Their selection may be a signal of the organizations’ commitment to women’s advancement in general, and to those women specifically. If that is the case, our results support the positive outcomes that can come from organizations intentionally focusing on the advancement of their female talent. Importantly, our sample consisted largely of managers in white collar professions who were attending a conference focused specifically on leadership. There is a need to examine the experiences of women who are not in management and/or are in blue collar jobs.

Finally, the stability, coupled with the finding that respondents made few changes in response to #MeToo, may indicate that women and men in mentoring relationships are being intentional in maintaining those relationships. Media often hypes the outliers, in this case the men who are withdrawing their support of women. Yet a quieter story may be being revealed through the perspective of women, as captured in our survey: mentors and protégés are doing the hard work of adjusting, clarifying, and strengthening their relationships to their mutual benefit, and to the benefit of their organizations.

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END NOTES

1. Launched originally in 2006 by Tarana Burke, an advocate for women and girls of color who had survived sexual assault, #MeToo was revived by Alyssa Milano and has been hailed as an initiation for broad social movement.

2. To clarify, in this Insight we are using the terms ‘men’ and ‘women’ as socially constructed identity groups. Those terms are used as ‘shorthand’ for both ‘individuals who identify as men/women’ and ‘individuals who present as men/women.’ We recognize the continuum of gender identity and are using terms that mirror the social conversation in which our research is intended to explore.

3. There is a multitude of media stories about men’s withdrawal from mentoring women. Those naming the “Pence Principle”
FUNCTION IN PSYCHOSOCIAL ROLE

- Helps me attain desirable positions.
- Uses their influence in the organization for my benefit.
- Uses their influence to support my advancement.
- Suggests specific strategies for achieving career goals.
- Gives me advice on how to attain recognition.
- Helps me learn about other parts of the organization.
- "Runs interference" for me.
- Protects me from damaging contact with important people in the organization.
- Provides me with challenging assignments.
- Assigns me tasks that push me to develop new skills.
- Gives me tasks that require me to learn new skills.

FUNCTION IN CAREER ROLE

- Is someone I can trust.
- Is someone I can identify with.
- Helps me manage the contact with important people in the organization.
- Guides my personal development.
- Helps me develop a sounding board for me to develop and understand myself.
- Guides my professional development.
- Accepts me as a competent professional.

FUNCTION IN INCLUSION LEADERSHIP

- Helps me be more visible in the organization.
- Creates opportunities for me to impress important people in the organization.
- Brings my accomplishments to the attention of important people in the organization.

FUNCTION IN INCLUSIVE LEADERSHIP

- Seeks me as a trusted mentor.
- Seeks me as a competent professional.
- Helps me be more visible in the organization.

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