PROGRAM MATERIALS
Program #29109
July 24, 2019

Making Real Progress Towards Diversity and Inclusion in the Legal Profession

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July 24, 2019 Webcast

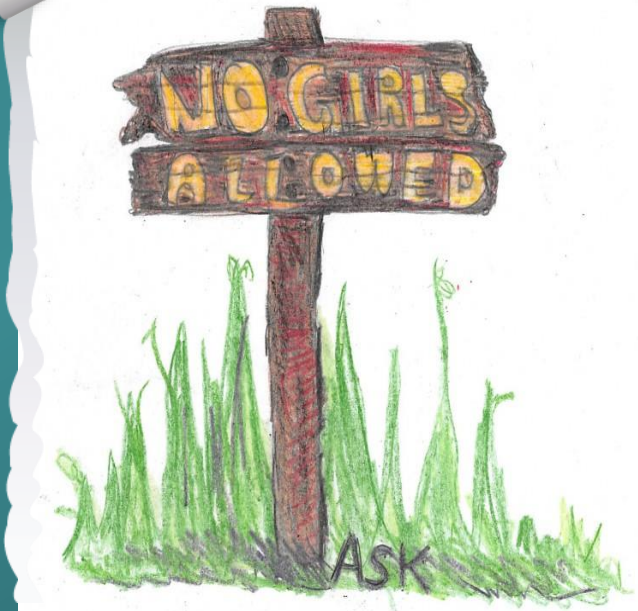
MAKING REAL PROGRESS TOWARDS DIVERSITY AND INCLUSION IN THE LEGAL PROFESSION

Andrea S. Kramer and Alton B. Harris
Author, *Breaking Through Bias* and
It's Not You, It's the Workplace

AGENDA

- **The Gender Achievement Gap in the Legal Profession**
- What's So Great About Diversity and Inclusion?
- Why Don't We Have More Gender Diversity and Inclusion?
- What Organizations, Women, and Men Can Do
- Wrap Up

LAW REMAINS A TRADITIONALLY MALE PROFESSION



BIASES CAUSE A GENDER ACHIEVEMENT GAP

Achievement*	Women
Awarded JDs	48%
Practicing law	35%
Associates	45%
Non-equity Partners	23%
Equity Partners	19%
Fortune 1000 GCs	24%
Managing Partners (200 largest firms)	4%

*ABA January 2018, Women in the Law

WOMEN LAWYERS DON'T WANT TO LEAVE THE PROFESSION

Men and women have comparable overall satisfaction with the practice of law

But women feel pushed out of their legal careers

WHY WOMEN LAWYERS LEAVE THE PROFESSION

- Unequal access to opportunity
- Law firm culture
- Lack of flexibility and work-life balance

ABA SURVEY ON WHAT PUSHES WOMEN LAWYERS OUT OF LAW

81% women mistaken for lower level employees (not true for men)

60% women (46% men) have left firms for caretaking commitments

54% women (1% men) responsible for arranging child care

39% women (11% men) responsible for cooking meals

34% women (5% men) leave work for children's needs

ABA/AMERICAN BAR FOUNDATION REPORT (2015)

- **“[I]nappropriate or stereotypical comments” toward women attorneys are among the most overt indications of both stated and implicit discrimination**
- **Such comments contribute to women’s underrepresentation in the legal profession**

AMERICAN LAWYER PREDICTION

Legal profession will not reach gender parity at senior levels until 2181

AGENDA

The Gender Achievement Gap in the Legal Profession

What's So Great About Diversity and Inclusion?

Why Don't We Have More Gender Diversity and Inclusion?

What Organizations, Women, and Men Can Do

Wrap Up

DIVERSITY IS MORALLY RIGHT

- **Equality**
- **Freedom**
- **Fairness**

DIVERSITY IS PROFIT-ENHANCING

- Different Perspectives
- Different Ideas
- Clearer Strategies
- More Innovation
- Clients Are Demanding It

AGENDA

The Gender Achievement Gap in the Legal Profession

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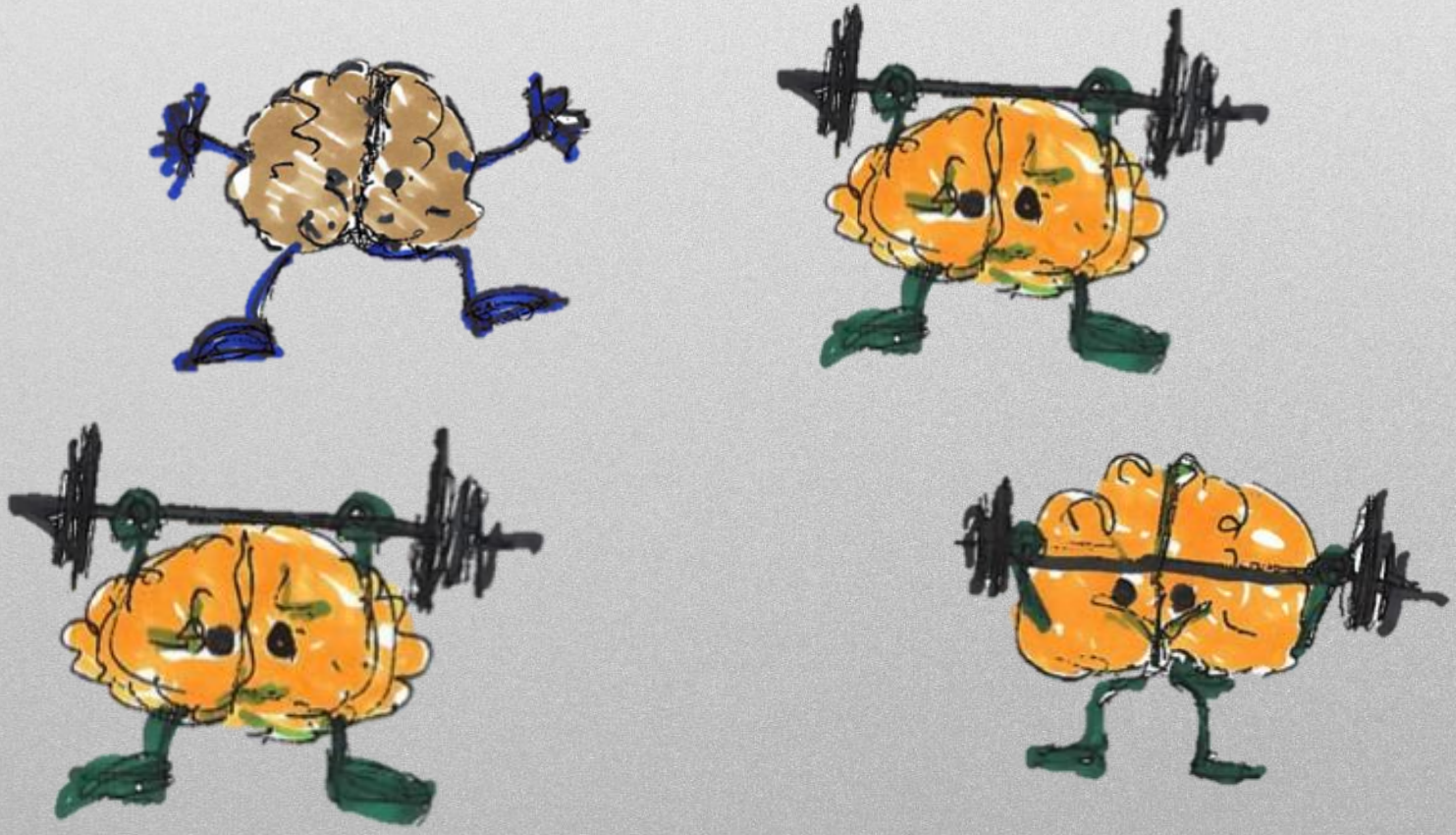
Wrap Up

DIVERSITY AND INCLUSION ARE HARD



THE ELEPHANT IN THE ROOM

STEREOTYPES FOSTER BIASES

Affinity Bias

Negative Bias

Agentic Bias

Benevolent Bias

Motherhood Bias

Self-Limiting Bias

COMMUNAL STEREOTYPES

AGENTIC STEREOTYPES

COMMUNAL BEHAVIORS TRIGGER NEGATIVE BIAS

AGENTIC BEHAVIORS TRIGGER AGENTIC BIAS

THE GOLDILOCKS DILEMMA

Too hard, too soft, but *rarely just right*

ABA MISSION STATEMENT

Eliminate Bias and Enhance Diversity

- **To promote full and equal partnership in the association, our profession, and the justice system by all persons.**
- **To eliminate bias in the legal profession and the justice system.**

ABA MODEL RULE 8.4(g)

Gender Bias

Professional misconduct (unethical) to “engage in conduct that the lawyer knows or reasonably should know is … discrimination on the basis of … sex … in conduct related to the practice of law.”

AGENDA

The Gender Achievement Gap in the Legal Profession

What's So Great About Diversity and Inclusion?

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Wrap Up

EVERYONE'S RESPONSIBILITY AND NO ONE'S FAULT

YOU ARE NOT GOING TO "ELIMINATE" BIAS

ENCOURAGE ORGANIZATIONAL CHANGE

- Hiring and Assignments
- Professional Development
- Compensation and Promotion
- Leave and Retention Policies

SEVEN STEP PROGRAM

Information

“Blind Auditions”

Slow Thinking

Eliminate Discretion

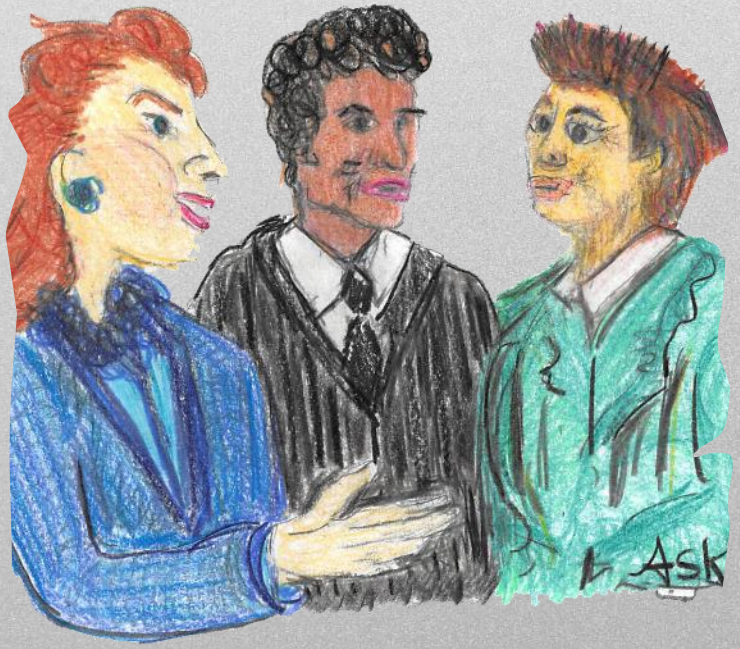
Flexible Work Schedule

Focus on Small Wins

Enlist Male Allies

WOMEN

MEN



ACCOUNTABILITY

AGENDA

- The Gender Achievement Gap in the Legal Profession
- What's So Great About Diversity and Inclusion?
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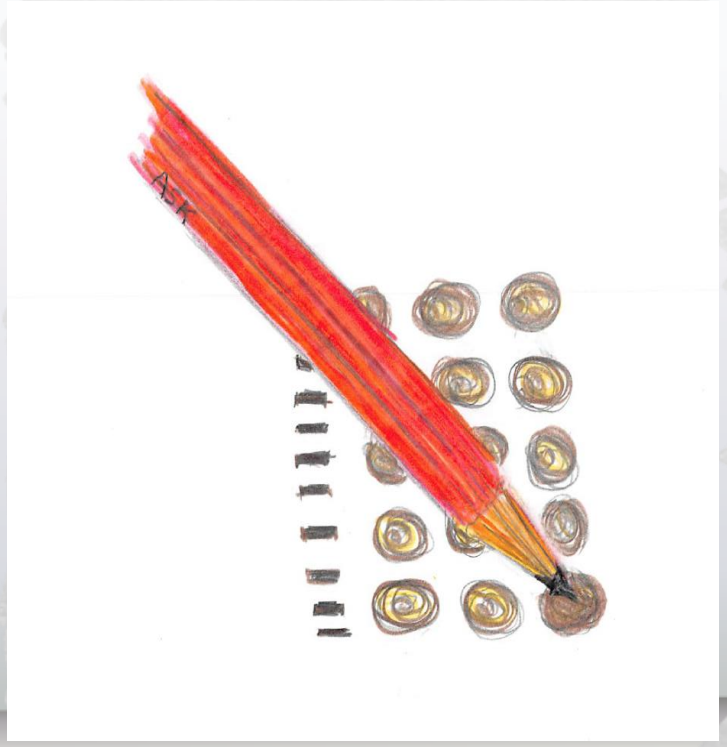
- What Organizations, Women, and Men Can Do
- **Wrap Up**

NAVIGATING GENDER BIAS

Take The Assessment



www.AndieandAl.com/assessment

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MAKING REAL PROGRESS TOWARDS DIVERSITY AND INCLUSION IN THE LEGAL PROFESSION

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ANDIE & AL

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Prepared by Andie and Al

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- Eliminate bias in the legal profession and the justice system.

ABA/American Bar Foundation Report

- “[I]nappropriate or stereotypical comments” toward women attorneys are among the most overt indications of both stated and implicit discrimination
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ABA Model Rule 8.4(g)

Professional misconduct (unethical) to "engage in conduct that the lawyer knows or reasonably should know is … discrimination on the basis of … sex … in conduct related to the practice of law."

ABA Resolution 10(a) (2018)

Encourage law firms to develop initiatives to provide women lawyers with opportunities to gain trial and courtroom experience.

ABA Resolution 108(d) (2018)

Urge courts to extend Batson v. Ky, 476 U.S. 79 (1986), to prohibit discrimination against jurors on the basis of sexual orientation or gender identity/expression

ABA Resolution 300 (2018)

Urge legal employers *not* to require mandatory arbitration of sexual harassment claims

ABA Resolution 302 (2018)

Urge legal employers to adopt and enforce policies that prohibit, prevent, and redress harassment and retaliation based on sex, gender, gender identity, sexual orientation

REVISED 109

ADOPTED AS REVISED

RESOLUTION

RESOLVED, That the American Bar Association amends Rule 8.4 and Comment of the ABA Model Rules of Professional Conduct as follows (insertions underlined, deletions ~~struck through~~):

Rule 8.4: Misconduct

It is professional misconduct for a lawyer to:

(a) violate or attempt to violate the Rules of Professional Conduct, knowingly assist or induce another to do so, or do so through the acts of another;

(b) commit a criminal act that reflects adversely on the lawyer's honesty, trustworthiness or fitness as a lawyer in other respects;

(c) engage in conduct involving dishonesty, fraud, deceit or misrepresentation;

(d) engage in conduct that is prejudicial to the administration of justice;

(e) state or imply an ability to influence improperly a government agency or official or to achieve results by means that violate the Rules of Professional Conduct or other law; ~~or~~

(f) knowingly assist a judge or judicial officer in conduct that is a violation of applicable rules of judicial conduct or other law; or

(g) ENGAGE IN CONDUCT THAT THE LAWYER KNOWS OR REASONABLY SHOULD KNOW IS HARASSMENT OR DISCRIMINATION ~~harass or discriminate~~ on the basis of race, sex, religion, national origin, ethnicity, disability, age, sexual orientation, gender identity, marital status or socioeconomic status in conduct related to the practice of law. This ~~Rule~~ PARAGRAPH does not limit the ability of a lawyer to accept, decline, or withdraw from a representation in accordance with Rule 1.16. THIS PARAGRAPH DOES NOT PRECLUDE LEGITIMATE ADVICE OR ADVOCACY CONSISTENT WITH THESE RULES.

DELETIONS STRUCK THROUGH; ADDITIONS UNDERLINED

REVISED 109

Comment

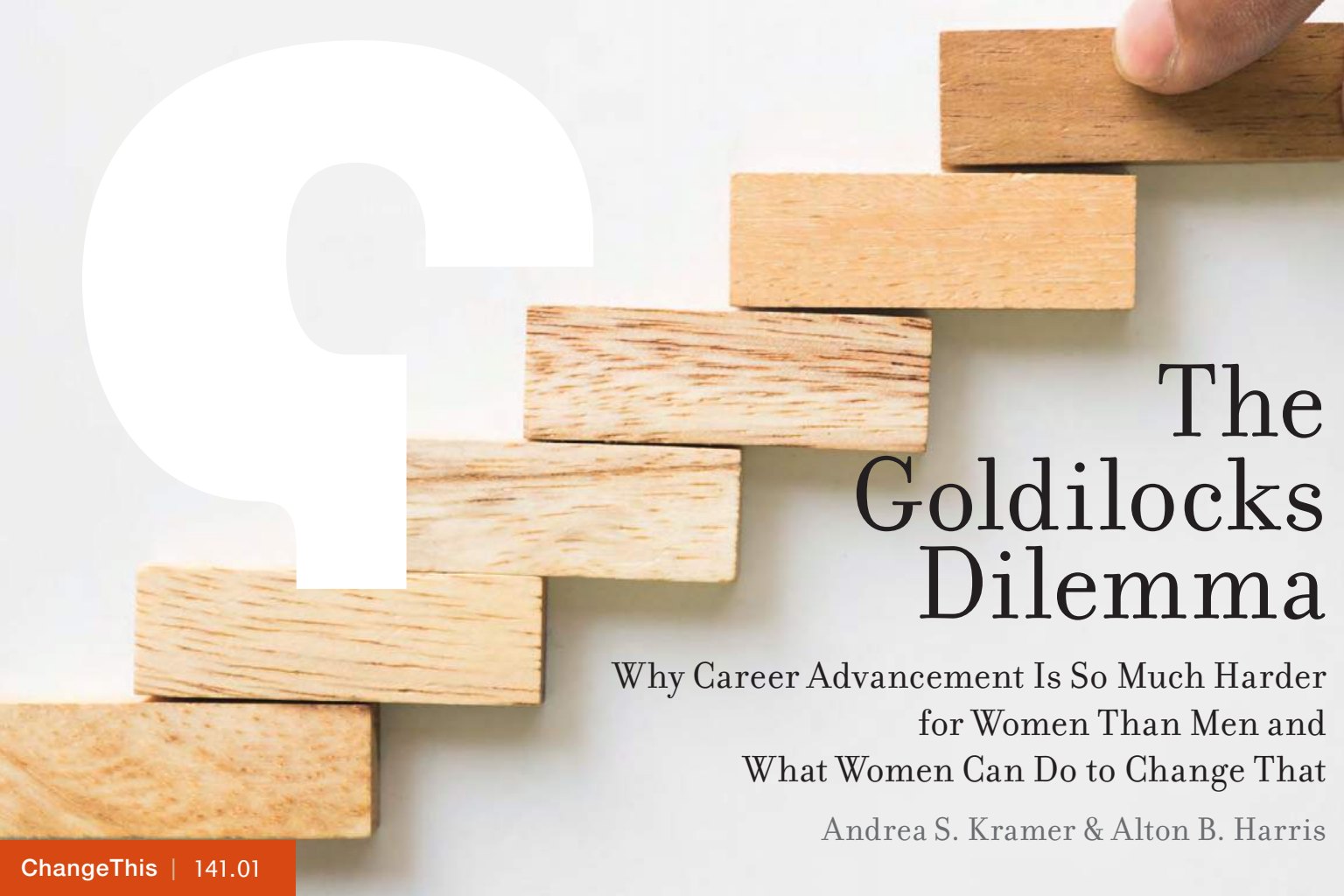
…

[3] Discrimination and harassment by lawyers in violation of paragraph (g) undermine~~s~~ confidence in the legal profession and the legal system. Such discrimination includes harmful verbal or physical conduct that manifests bias or prejudice towards others ~~because of their membership or perceived membership in one or more of the groups listed in paragraph (g).~~ Harassment includes sexual harassment and derogatory or demeaning verbal or physical conduct ~~towards a person who is, or is perceived to be, a member of one of the groups.~~ Sexual harassment includes unwelcome sexual advances, requests for sexual favors, and other unwelcome verbal or physical conduct of a sexual nature. The substantive law of antidiscrimination and anti-harassment statutes and case law may guide application of paragraph (g).

[4] Conduct related to the practice of law includes representing clients; interacting with witnesses, coworkers, court personnel, lawyers and others while engaged in the practice of law; operating or managing a law firm or law practice; and participating in bar association, business or social activities in connection with the practice of law. ~~Paragraph (g) does not prohibit conduct undertaken to promote diversity.~~ LAWYERS MAY ENGAGE IN CONDUCT UNDERTAKEN TO PROMOTE DIVERSITY AND INCLUSION WITHOUT VIOLATING THIS RULE BY, FOR EXAMPLE, IMPLEMENTING INITIATIVES AIMED AT RECRUITING, HIRING, RETAINING AND ADVANCING DICVERSE EMPLOYEES OR SPONSORING DIVERSE LAW STUDENT ORGANIZATIONS.

~~[5] Paragraph (g) does not prohibit legitimate advocacy that is material and relevant to factual or legal issues or arguments in a representation.~~ A TRIAL JUDGE'S FINDING THAT PEREMPTORY CHALLENGES WERE EXERCISED ON A DISCRIMINATORY BASIS DOES NOT ALONE ESTABLISH A VIOLATION OF PARAGRAPH (G). A lawyer does not violate paragraph (g) by limiting the scope or subject matter of the lawyer's practice or by limiting the lawyer's practice to members of underserved populations in accordance with these Rules and other law. A lawyer may charge and collect reasonable fees and expenses for a representation. Rule 1.5(a). Lawyers also should be mindful of their professional obligations under Rule 6.1 to provide legal services to those who are unable to pay, and their obligation under Rule 6.2 not to avoid appointments from a tribunal except for good cause. *See* Rule 6.2(a), (b) and (c). A lawyer's representation of a client does not constitute an endorsement by the lawyer of the client's views or activities. *See* Rule 1.2(b).

…



The Goldilocks Dilemma

Why Career Advancement Is So Much Harder for Women Than Men and What Women Can Do to Change That

Andrea S. Kramer & Alton B. Harris

ChangeThis | 141.01

America's workplaces, even in our best-intentioned organizations, are riddled with bias against women leaders.

America's workplaces, even in our best-intentioned organizations, are riddled with bias against women leaders. As a result, women seeking to advance in careers—particularly careers in traditionally male fields—face both negative and agentic biases. Negative bias is the result of the traditional feminine stereotype that a woman is or should be "communal," that is, warm, caring, and gentle. A woman who conforms to the communal stereotype at work is likely to be seen as pleasant, but not suited for jobs calling for competence, competitiveness, and authority. She is also likely to be seen as less talented, less suited for challenging assignments, and less worthwhile to mentor than a man.

On the other side of the "women are not as good as men" coin, a woman who violates traditional female stereotypes and behaves with authority, competence, and independence is likely to be seen as aggressive, abrasive, and bossy. This perception is what we call agentic bias, and we will elaborate on its nature and consequences in a moment.

The intersection of negative and agentic biases creates a double bind we call the "Goldilocks Dilemma." Women who are nice, pleasant, and supportive are unlikely to be seen as leaders. Women who act with strength and authority, however, are likely to be seen as socially insensitive, unpleasant, and unlikable. Because of this double bind, women are often thought to be too hot or too cold, too soft or too hard, too nice or too abrasive. (We will be offering a solution to this dilemma later in this manifesto, but before we go there, to see a humorous dramatization of this dilemma, take a look at Hillary Clinton and Jimmy Kimmel's skit on "Mansplaining.")

Unquestionably, all employers, whether they are governmental, private, or not-for-profit, should do much more to reform their workplaces so that women are evaluated, compensated, and promoted on a basis comparable to men. But waiting for these reforms is unacceptable for a woman who wants to move up *now*.

This manifesto is about how a woman can move up in today's gender-biased workplaces. We present a set of communication skills, what we collectively call "attuned gender communication," that women can use to be seen as neither too hot nor too cold but "just right." Before addressing those specific communication skills, we want to first explore in more depth the nature and operation of the negative and agentic biases. With that information in hand, we will then discuss how they work together to create the Goldilocks Dilemma, and, finally, we will turn to attuned gender communication. We will show how a woman can use this sort of communication to be seen as a person with great organizational value and career potential without running afoul of the Goldilocks Dilemma.

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Negative Bias

The enormous disparity in women's and men's career achievements is a striking testament to how much harder it is for women to advance in their careers. This career disparity is frequently believed to be the result of some innate difference between women and men. People tend to think women are (or should be) communal, while believing men are (or should be) agentic. As a result of these stereotypes, women are expected to be gentle caregivers, and men are expected to be aggressive providers. If such views accurately reflected reality, the gendered disparities in women's and men's career achievements would make perfect sense. If women are cooperative and warm but not ambitious and decisive, if they are friendly and kind but lack competence and leadership ability, and if they are caring and compassionate but not committed or competitive, then it would make perfect sense that women earn less than men, reach the C-suite, equity partnership, and academic tenure less often than men, drop out of high-potential careers at a higher rate than men, and spend more time taking care of children than men.

The problem with the "women and men are just different" view is that there is no empirical evidence that it is true, much less that it is the cause of the persistent gap in women's and men's career achievements. Indeed, there is more variation in personality, talent, and ambition among women than there is between women as a group and men as a group.

Women earn less, advance slower, and achieve much less over the course of their careers than men. This is not because they are different, but because too many career gatekeepers don't believe that women are able to succeed in high-pressure and high-status positions. The real culprit behind women's and men's disparate career achievements is the bias fostered by the pervasive and persistent workplace stereotypes about women's and men's abilities, potential, and characteristics.

If a woman is assumed to have communal characteristics simply because she is a woman, she is unlikely to be offered significant responsibilities, project leadership, or high-stakes negotiation opportunities—"masculine" tasks that require forceful, competent, and competitive behavior. Instead, when a woman is assumed to be communal, she is likely to be tracked into staff, personnel, or assistant positions, which are "female" jobs that require interpersonal sensitivity, cooperation, and warmth.

A particularly troubling example of gender-based career tracking was revealed by a 2012 study of the attitudes of science professors about women's potentials as future scientists. Researchers asked biology, chemistry, and physics professors from across the country to evaluate an undergraduate science student for a position as a laboratory manager. All of the professors received exactly the same materials about the applicant; but half were told the applicant

was a woman, while the other half were told the applicant was a man. The professors were asked to rate the applicant's competence and hireability, suggest an appropriate starting salary, and indicate the amount of mentoring time they would be willing to offer the applicant. Both the female and male professors consistently judged the applicant as less competent and less qualified when they thought they were evaluating a woman. Moreover, the professors almost uniformly offered "female" applicants a lower salary and less career mentoring than they offered to "male" applicants. Because of this sort of negative gender bias, women are often not even given the chance to demonstrate their ability to actually perform a job, assignment, or responsibility that has agentic, rather than communal, associations.

It is tempting to think that negative gender bias will lose much of its discriminatory force when the current crop of business, professional, academic, and scientific leaders retire and a younger, more open-minded group replaces them. Unfortunately, a recent survey makes clear that the ascendance of the millennial generation is not likely to expand women's career opportunities.

The survey found that older survey participants were comfortable seeing women in traditionally male roles. Men between the ages of 18 and 34, however, were the most hesitant about women in leadership roles. Less than half of them were comfortable with women as Fortune 500 executives, president of the United States, U.S. senators, or engineers. Given these findings, it would be a serious mistake to assume negative gender bias will vanish as millennials sweep to power.

> *“The real culprit behind women’s and men’s disparate career achievements is the bias fostered by the pervasive and persistent workplace stereotypes about women’s and men’s abilities, potential, and characteristics.*

Agentic Bias

A woman who conforms to traditional female stereotypes will probably be viewed as pleasant and likable, but not as sufficiently competent or competitive to be a leader. This is because leadership stereotypes are starkly inconsistent with those associated with a woman. Yet, a woman who violates traditional female stereotypes and displays agentic characteristics associated with a leader—forcefully advocating a point of view, single-mindedly pursuing a competitive objective, or fiercely committing to performance excellence—is likely to experience a backlash. She is likely to be regarded as "bitter, quarrelsome, selfish, deceitful, devious, and unlikable."

The case of Lt. Colonel Kate Germano provides a particularly striking illustration of the negative reactions women face when they behave agentically. In 2014, Germano was appointed as commander of an all-female Marine battalion at Parris Island. At the time of Germano's appointment, women Marines trained separately from their male colleagues and were held to lower performance standards than the men, even on tasks not involving physical strength. In her one-year tenure as commander, Germano ended many of the Marines' separate training protocols and stopped affording women special "privileges," such as chairs after long hikes. Under Germano's command, the women's performance scores improved dramatically.

Nevertheless, Germano had to fight with Marine Corps brass every step of the way. In May 2015, she filed a complaint charging her supervisors with undermining her efforts to increase the performance of the female Marines under her command. Germano's complaint triggered an investigation, and she was relieved of her command one month later, on the grounds that "her toxic leadership style … created a hostile, repressive, unprofessional command climate."

Germano's supporters claim she was "firm but fair," and argue that her leadership style would never have been criticized if she had been a man. Her detractors assert she was authoritarian and abusive, "mistreating" her female recruits. We don't know enough to pass final judgment on Germano's conduct, but it is clear she was subjected to severe agentic bias—even if that was not ultimately why she was relieved of her command. Germano was publicly criticized as "too aggressive," "too blunt," and "too direct" and she was rebuked for suggesting that the Marines' performance standards for women "are not good enough." There is no doubt that Germano used strongly agentic behavior to achieve her objective. We wonder, however, whether anyone will be able to help women Marines earn the respect they deserve if they behave in a different way.

Admirably, Germano has not given up the fight. In January of 2016, she wrote a thoughtful article in the *Military Times* arguing if the Marine Corps is to be successful in fully integrating its women and preparing them to perform jobs comparable to the men, women and men must train together. As Germano put it, "Segregation imprints the thought within male recruits that females are 'the other' and perpetuates the false position that they are less mentally and physically competent." And on March 30th of this year, Germano wrote that the Marine Corps' refusal to change its existing recruiting practices and segregated recruit training for women, "only serves to reinforce the sexism and gender bias so prevalent in the Marine Corps today."

> *"Germano's supporters claim she was "firm but fair," and argue that her leadership style would never have been criticized if she had been a man.*

The Goldilocks Dilemma

Women encounter negative bias by conforming to traditional female stereotypes and encounter agentic bias by violating those stereotypes and behaving with authority and strength. Because of negative bias, career advancement is impossible if a woman consistently behaves in a communal way. But, because of agentic bias, if she consistently behaves in an agentic way, it may be impossible for her to achieve career success *and* to be liked. The Goldilocks Dilemma places women between a rock and a hard place. As a result, women often choose to be less ambitious in order to be more likeable.

Harvard Business School (HBS) found in 2011 that its women prepared more but participated less in class than its men; at graduation, the women received significantly fewer academic honors than did the men; and after graduation, the women reported their HBS experiences as far less positive than did the men.

In seeking an explanation for why women and men responded to HBS in such different ways, Harvard found two principal factors adversely affected women students. First, there was an obvious clannishness on the part of male professors and male students that made the women feel isolated. HBS took immediate steps to correct this problem.

But, Harvard also uncovered a far subtler and more intractable problem. It found that the women were "self-editing in the classroom to manage their out-of-classroom image[s]." The women were found to be less comfortable participating in the rough and tumble of class discussions because they believed they would be penalized for violating traditional gender stereotypes. The women were trying to appear less forceful in the classroom to appear more likable outside of class.

Thus, extraordinarily talented women studying at one of the most distinguished business schools in the world were holding themselves back because they were worried that they would not be socially accepted if they competed "too hard." These women were trying to succeed a little less in order to be liked a little more. This is a disastrous strategy for escaping the Goldilocks Dilemma. It masks a woman's true abilities, while failing to give full play to the qualities that make her likable.

The Goldilocks Dilemma also creates a particularly crushing problem for women with children. On the one hand, it is assumed that mothers need to be available to their children at all times, and, therefore, mothers are viewed as less committed to their careers than women without children or men (without regard to whether they are fathers). If, on the other hand, mothers demonstrate they are fully committed to their careers, they are viewed as bad mothers.

Career gatekeepers typically believe that mothers are overly concerned with work/life balance, poorly matched to the demands of their jobs, and less attractive candidates for promotion than women without children. In addition, mothers who show a strong commitment to their careers are presumed to be less warm, less nice, less friendly, less likable, and more hostile than women without children. Because of the Goldilocks Dilemma, mothers are less likely to be hired and are more likely to be offered lower salaries than childless women—despite being equally competent. One study found that when mothers were compared to women without children, mothers were 79 percent less likely to be hired, 100 percent less likely to be promoted, offered an average of $11,000 less in salary, and held to higher performance and punctuality standards. Consequently, mothers must perform the high-wire juggling act of raising children and managing a career while finding a way to overcome the Goldilocks Dilemma.

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Attuned Gender Communication

There is a clear way forward for a woman to achieve career success despite the Goldilocks Dilemma. The key is for a woman to learn to exhibit both communal and agentic characteristics in the right measure at the right times. A woman who can do this can manage the impressions others have of her so that she is neither too soft nor too hard but just right. Perhaps the best way to understand the basic insight underlying attuned gender communication is to look at yet another recent study.

Researchers tracked 132 female and male MBA graduates over an eight-year period. Some (but by no means all) of the women in this group were highly self-aware and comfortable behaving communally, agentically, or employing both sorts of behaviors simultaneously, depending on the impression they wanted to make to accomplish their objective in a given situation. Women with the ability to consciously manage their behavioral style received 1.5 times as many promotions as agentic men, 1.5 times as many promotions as communal women, 2 times as many promotions as communal men, and 3 times as many promotions as agentic women.

The most successful women in this study understood that their behavior directly controlled the impressions people had of them. These women were highly sensitive to the reactions other

people had to how they presented themselves. They were aware of the effect of their verbal and nonverbal behavior. They were willing to change their presentation *style* if the reactions they were getting and the impressions they were making were not the ones they wanted. Highly aware female MBAs understood that their career success was directly influenced by their style: their presence, attitudes, posture, body movements, facial expressions, dress, voice patterns, responses, and reactions.

Attuned gender communication, thus, is the conscious control of what you are communicating to the people with whom you are dealing as a result of the totality of your verbal and nonverbal behavior. Many factors will influence when, why, and how you manage your communications, but two factors are key to your doing it successfully. The first is a high degree of self-awareness: awareness of your feelings, reactions, and attitudes, your verbal and nonverbal behavior, and the image—impression, sense, feeling—you are presenting of your abilities, credibility, and potential. The second is your capacity to change that image by changing how you present yourself, including changing your presence, manner, and confidence. A woman using attuned gender communication is capable of dialing down agentic behavior and dialing up communal behavior or the reverse, depending on both context and objective. To get a better sense of how a woman can do this, we want to examine particular behavior patterns.

First, here are a few nonverbal behaviors you should avoid because they are seen as unredeemably communal and, therefore, likely to trigger negative bias:

- Don't tilt your head, act flirty or coy, smile excessively or at inappropriate moments, nod excessively, or raise your voice at the end of a declarative sentence.
- When you have a point to make, don't undercut the strength and importance of your comment by beginning with phrases such as, "I may be off base here but …"; "I don't know if this is helpful but …"; "Maybe I'm wrong about this but …"
- Unless you have actually done something deserving of an apology, don't say, "I'm sorry." This phrase may be ideal to express sympathy or strengthen friendships in a social context, but in the workplace the phrase undercuts your gravitas and suggests you are somehow at fault.
- Avoid behavior that suggests you have low power, little self-confidence, or poor task competence.
- Avoid the use of a soft, hard-to-hear tone of voice, frequent repetitions and false starts, tentative pauses in a presentation, and the use of filler words such as "hum," "perhaps," or "uh-huh."
- Avoid slumped body posture, nervous hand gestures, averted eyes, and frequent touching of your hair, jewelry, or clothes.

So much for negative behavior. Let's look now at a few ways to project competence and confidence, while also coming across as warm, inclusive, and likable:

- When you are at a conference table, spread out. Don't be sloppy or obviously hog space, but use as much space as the most important man does.
- Sit tall, have your arms on the table in front of you, and lean forward slightly when you speak.
- Gesture inclusively, maintain a warm and pleasant facial expression, and pay obvious attention to others. Likewise, when you are standing, stand tall with a relaxed and open body posture. Directly face the person or people you are addressing.
- Don't cross your ankles or shift your weight from one foot to the other while standing.
- Use your full height.
- Gesture away from your body with calm, inclusive gestures, and don't cross your arms over your chest.
- Maintain moderate eye contact with the people with whom you are interacting.
- Your facial expression should be warm and pleasant.

- Hold your head straight with your chin slightly up.
- Speak with authority; use clear, direct and unambiguous statements.
- Humor can be a great tension reliever. Avoid self-deprecating humor, but a humorous response to a sexist comment or biased observation is often more effective than apparent indignation.
- Always dress and groom purposefully in light of what "look" you believe will be most effective to accomplish your objective. This will be different in different contexts, but whatever the context, you want your appearance to convey self-confidence, competence, seriousness, and warmth.

> *"Attuned gender communication does not require you to mute your forcefulness or downplay your ambition or competitive instinct. It does, however, require you to recognize that the forceful agentic self-assertion that might work for a man is not going to work for a woman.*

These few suggestions should make clear that attuned gender communication involves combining agentic and communal behavior to be seen as competent and confident, but not cold or unpleasantly aggressive. Attuned gender communication does not require you to mute your forcefulness or downplay your ambition or competitive instinct. It does, however, require you to recognize that the forceful agentic self-assertion that might work for a man is not going to work for a woman. You should never be hesitant to speak up, assert a point of view, or give instructions, but you need to do so while projecting a sense of pleasant engagement, an openness to different points of view, and a keen social sensitivity. Men can be jerks and still move into leadership positions; women who are seen as jerks or worse are unlikely to ever do so.

Emotion in the office is another minefield for women, so let's think about how you can effectively use attuned gender communication for career advancement despite the stereotypes about women being emotional. If you show emotion, you will likely confirm the gender stereotype of an irrational and out of control female. You must learn to express your feelings in ways that allow you to come off as competent, intentional, and in control, not as irrational, excitable, or unstable.

There are six emotions that are particularly problematic for women in the workplace: anger, frustration, resentment, distress, sadness, and contempt. The first five of these—anger, frustration, resentment, distress, and sadness—are fraught with problems in their own right, but they are particularly dangerous emotions for a woman because they can trigger crying,

and crying in the office is almost always a bad idea. It is likely to reflect poorly on your competence and leadership ability. Such a display of emotion implies you are weak, unprofessional, and lack control and confidence.

For women to be recognized in their careers for their ability and leadership capability they need to be able to utilize the positive aspects of both communal and agentic behavior. When negative bias is a distinct possibility, women need to play up their agentic characteristics to dispel the assumption that they lack competence, confidence, or a competitive appetite.

Likewise, when agentic bias appears to be a distinct possibility, women can temper their forceful behavior with a healthy dose of warmth and inclusiveness. The trick for a woman is to pair agentic behavior that exhibits power and confidence with communal behavior that projects warmth, inclusiveness, and social sensitivity.

Attuned gender communication depends on understanding the operation of negative and agentic biases and how they create the Goldilocks Dilemma. **Gender bias is alive and well in American workplaces, and it is the primary reason why career advancement is so much harder for women than it is for men. But with attuned gender communication, women can escape the Goldilocks Dilemma and advance as far and as fast in their careers as their hard work and talent will allow them.**

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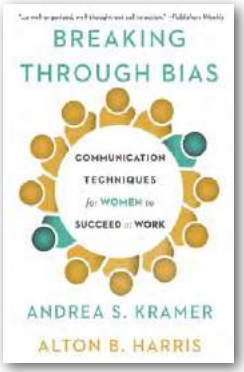

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How to Increase Gender Diversity in Law Firms

Andrea S. Kramer & Alton B. Harris January 27, 2016

Topics: Diversity, Law Firms, Talent Development, Women's Leadership Blog Posts

In January, a U.S. Magistrate Judge sanctioned an attorney for telling opposing counsel it wasn't "becoming of a woman" to raise her voice during a contentious deposition. In imposing the sanction, the judge wrote, "A sexist remark is not just a professional discourtesy, although that in itself is regrettable and all too common. The bigger issue is that comments like [this attorney's] reflect and reinforce the male-dominated attitude of our profession."

Indeed, as a 2015 report by the American Bar Foundation and the ABA's Commission on Women in the Profession found, "inappropriate or stereotypical comments" toward women attorneys are among the most overt indications of the discrimination, both stated and implicit, that contributes to women's under-representation in the legal profession.

Virtually every large law firm and publicly held corporation claims it is committed to gender diversity. Yet most gender diversity programs have

accomplished very little in the way of significant change. Progress toward real gender diversity depends on an organization taking three actions: *i*) specifying specific numerical goals; *ii*) providing meaningful financial incentives to achieve them; and *iii*) adopting and enforcing a clear strategy for how that is to be done. Each organization's goals will be different, but all strategies should have certain common elements.

Hiring

Written employment applications and resumés should be stripped of all gender identification. No female applicant who is interviewed should be rejected without having met with a woman. No woman applicant should be asked questions about her marital status, family plans, child care arrangements, or how long she plans to work. Hiring statistics should be reviewed annually and if the organization's goals are not being met, figure out what needs to be changed.

Retention

The ABA found that 60% of white women but only 4% of white men felt excluded from formal and informal networking opportunities. To make sure that *no one* in your organization feels excluded, take an anonymous annual survey about their job satisfaction, sense of inclusion and expectations for the coming year. Pair senior attorneys with junior ones and create incentives for them to have periodic lunches, formal mentoring sessions, and assignment and quality-of-work reviews. Mix the genders of these pairings. Form and support a gender diversity committee charged with assuring that the organization's culture encourages and appreciates diversity. Interview every attorney leaving the organization, preferably by someone of the same sex. If you are losing women disproportionately to men, do something about it.

Professional Development

Establish objective benchmarks that attorneys' must meet at every career level: type and complexity of assignments received, quality of work performed, and opportunities for client contact and project supervision. Annually verify that women and men are exposed to comparable experiences, challenges and feedback. Assure all project teams, client visits, negotiating situations, first-chair litigation assignments and committees are appropriately gender-balanced.

Promotion and Compensation

Take subjective judgments out of the process: design evaluation forms that require objective input; adopt objective standards for compensation; and force promotion decisions to be accompanied by objective justifications. Include a critical mass of women on management and compensation committees. Require a written justification of any significant variation in the compensation or status of attorneys with *objectively* comparable performance statistics.

General Policies

Provide training for all attorneys about implicit biases and how they operate to disadvantage women. Hold periodic women's leadership programs. Recruit and promote women who can serve as role models for the firm's junior women. Come down hard and fast on sexual harassment — a no-tolerance policy is essential for a successful diversity initiative.

Women can do a great deal on their own to avoid or overcome the gender biases that slow or obstruct their career progress. However, law firms and legal departments need to be far more proactive than they have been in establishing policies and practices that substantially reduce the harmful effects of those biases.

We have not mentioned all of the steps legal organization should take to

achieve real gender diversity, but implementation of those we have identified would move an organization a long way along the road to a gender-neutral working environment.

The authors' upcoming book, Breaking Through Bias: Communication Techniques for Women to Succeed at Work (scheduled to be published in mid-May) is largely devoted to providing women with advice about how they can avoid or overcome the gender biases that slow or obstruct their careers. You can also go to their website, www.AndieandAl.com, and sign up to receive future blog posts on gender, career advancement and stereotype bias.

By: Andrea S. Kramer & Alton B. Harris
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Andrea S. Kramer is a partner in the international law firm McDermott Will & Emery LLP. Andie is nationally recognized as an advocate for women's advancement and an authority on gender communication in the workplace. For almost 30 years, she has helped women navigate the turbulent waters of career advancement. She founded the Women's Leadership and Mentoring Alliance (WLMA), was named one of the 50 Most Influential Women Lawyers in America by the National Law Journal, and received the prestigious Gender Diversity Lawyer of 2014 award from ChambersUSA for her efforts to retain and promote women lawyers.

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Al and Andie are married and former law partners. For years they have acted as sounding boards for each other's ideas and have collaborated on 29 articles and numerous eff orts to promote gender equality in the workplace.

See all posts

Professional Advancement and Gender Stereotypes: The "Rules" for Better Gender Communications

*By : Andrea S. Kramer**

In business and the professions it has now become common place to note that gender stereotypes powerfully affect women's career advancement and often lead men and women to "talk past one another." But the critical need to confront these stereotypes and find ways to help women to talk to -- rather than past – men did not become clear to me until I served on my law firm's Compensation Committee more than 10 years ago.

One of my responsibilities each year was to review several hundred self-evaluations written by my partners. Almost immediately, I was struck by how differently men and the women talked about themselves. There were such fundamental differences in the content and tone of the self-evaluations that I started to play a game: without looking at the partner's name, I would write down whether I thought the self-evaluation was written by a man or a woman. I was never wrong. Another of my responsibilities was to review our senior lawyers' performance evaluations of our junior lawyers. Again, I was struck by how differently senior male lawyers described the performance of the men and women who had worked for them.

My experiences on our Compensation Committee left me with no doubt that the advancement of professional women was being negatively affected by largely subconscious gender stereotypes and the communication differences that play into them. Since that time, I have been working to help women better navigate the rocks and shoals of career advancement created by these stereotypes. By and large I believe women can do this by mastering a few simple rules for gender communications. With that objective in mind, I have given dozens of speeches, webcasts, workshops and other presentations (mostly, but not exclusively, to women); I wrote an article entitled "Bragging Rights: Self-Evaluation Dos and Don'ts"; I put together a practical list of "Self-Evaluation Dos and Don'ts," which has gone through multiple iterations; and I have edited close to 1,000 self-evaluations for female friends, colleagues, and strangers across North America. In what follows, I summarize my recommendations for professional women, lawyers and others, about how they should think about gender stereotypes and the "rules" they need to follow to level the playing field in what I refer to as the "gender communication game."

As a starting point, we need to recognize that men still largely control women's advancement within most law firms, legal departments, and professional service firms. Because of this context, when women become frustrated with the pace of their advancement within these organizations, they are often counseled to "just hang in there," "suck it up," "develop a thicker skin," or "man up." Apart from these suggestions contributing to a hostile work environment, they are just not very helpful. The only real pay-off for women is successful career advancement. And as a practical matter that depends not on women "sucking it up," but – first rate job performance taken as a given -- on their effectively engaging with their male bosses and colleagues by carefully avoid the multiple traps set out for them by gender stereotyping. In my view the first step in that process is for women to better understand gender communication and its "rules."

Common Gender Stereotypes and Self-Evaluations

So what are the common gender stereotypes? Men are aggressive, assertive, adventurous, competitive, courageous, dominant, self-confident, problem solvers, risk-takers, action oriented, incisive, and strong. Women, in contrast, are nurturing, kind, collaborative, democratic, team builders, sympathetic, gentle, sensitive, kind, friendly, supportive, nice, and consensus builders.

I have found that men and women's self-evaluations play directly into these stereotypes. Men are on the whole self-laudatory, carefully recounting their strengths and successes; they are comfortable singing their own praises, and display no modesty in describing their achievements. Men go out of their way to make their career and compensation expectations clear. They frequently write sentences that begin "I accomplished X" and "I successfully completed Y." And women? Women write about themselves tentatively and with diffidence; they are not only unwilling to boldly recount their successes, they actually downplay their personal contributions. Women are reluctant to use the word "I," but tend, instead, to talk about "we." Women almost never write sentences like "I accomplished X" and "I successfully completed Y."

Professional men and women by and large seek the same career objectives, but they generally have very different views on what is "appropriate" to say and do in pursuing those objectives. Men are prone to describe their personal performances as "exceptional" or "exceeding expectations." Women in the same situation with the same accomplishments are prone to say "we did a good job." A woman might say "our team delivered a win for our client," when a man would say "I led a team of two income partners and three associates that achieved a major win for our client."

Compounding the problems created by these differences in communication styles is the stereotype of a successful leader. This stereotype maps closely on the common male stereotype: self-confident, assertive, able to take charge, problem-solver, inspirational, risk-taker, and action oriented. Which means of course that when women present themselves in ways that play into their common stereotypes -- diffident,

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supportive, careful, team players -- it is as though they are announcing that they are not cut out to be leaders; they are telling their mostly male evaluators that they do not have the leadership "stuff."

The differences in gender communication have a variety of causes: some might be rooted in brain development, others might be conditioned on experience, others are ingrained culturally, and still others are tied to the ways in which physical and mental capacities are reinforced. As far as I am concerned, until the world is ruled by philosopher-kings, we are not likely to be able to do much about these causes. We need to work with the world as we find it. This means that regardless of the causes of the initial, ostensibly "instinctual" differences in gender communication, if women will just learn to utilize some basic gender communication techniques, I believe they can overcome many of the hurtful effects of these stereotypes.

A number of years ago, I had lunch with a female friend who is a Managing Director at a major investment bank. I told her about my observations of gender stereotypes and communication differences. She passed on my thoughts to her male boss – a wise man I am told. He replied that my observations helped to explain a situation that had puzzled him for sometime. Each year during the firm's annual promotion cycle, the male candidates for promotion would seek him out – some daily, others weekly, but all at least once – to tell him why this was "their year." But during most promotion cycles, not a single woman candidate would reach out to him to make such a "pitch." When I heard this, I was certain that the problem was that the women simply did not know "the rules."

During the next promotion cycle, my friend and I had another conversation and she mobilized her women colleagues. She got them moving into the Managing Partner's office to make their "pitch." Those women wanted to be promoted just as much as the men did. When encouraged to tell their boss about their accomplishments, they did so with conviction and were able to explain in no uncertain terms what they wanted and why they should get promoted. In other words, they started to play by the "rules." And my friend reported back to me that that year more women were promoted to Managing Director than ever before.

A woman science professor wrote an article several years ago that made much the same point. A group of women graduate students had complained to her that all of the plum teaching assistant assignments had been given to male graduate students. Outraged, the professor demanded an explanation from her male Department Chair. The answer knocked her for a loop: "The men asked for the positions. The women didn't." When she reported this back to the woman graduate students, they were shocked: "We never got the memo." But, of course, there was no memo. The women had simply waited passively, assuming there would be a "fair" advancement process. The men asserted themselves by asking for what they wanted. They knew the rules, the women didn't.

So the first rule for professional women is simple: be clear, direct, and compelling about your achievements and then ask for what you want. You cannot assume that your supervisors and colleagues know your desires and accomplishments unless you tell them. As women, we must learn to promote ourselves even if this means stepping out of our comfort zones. Without question, this means communicating more like men: being clear, self-confident, forthright and proud of our accomplishments. But I am not suggesting that women "act more like men." Quite the contrary as I will explain in a minute, but I am suggesting that women learn to utilize communication techniques that they have become accustomed to and that are now second nature to most men.

To that end, I have developed a set of specific "Dos and Don'ts" with respect to preparing self-evaluations. (See them at pg. 27). I have used various iterations of these "Self-Evaluations: Dos and Don'ts" in counseling literally thousands of women. They work. They don't guarantee that a woman will get to the top of her law firm or professional service firm or become the next general counsel of her company. But if they are followed, they will guarantee (subject to overcoming the "double bind," which I discuss below) that she will not be playing into the common female stereotypes and out of the common leadership stereotypes in ways that not hold her back in her pursuit of her career objectives.

Moving Beyond Self-Evaluations

Let's look at some other gender fraught situations within law firms, legal departments, and professional service organizations. I want to point out how ever-present gender stereotypes are often reinforced in various situations by women's learned communication traits, with negative effects for women's career objectives. Again, I believe that by learning the "rules" of the gender communications game women can break this pattern and substantially improve their career advancement prospects.

Getting Assignments

When women get assignments, they tend to ask a lot of questions: "Do you want more or less? Are you interested in this or that? When do you need it? How many hours should I spend?" This is women's normal communication style. Not men. They tend to say "Yes, sir. Got it. I'll get right on it." Men give out many, if not most, of the assignments in professional organizations. These men came up under other men. So there is a man's way of giving and getting assignments. Women need to learn it and adjust to it -- and make it work to their advantage. When a woman doesn't know the "rules" for getting an assignment, a senior male lawyer, who has made the assignment, may well think that she is "scatter-brained," "not a self starter," and "needs too much direction." In other words, a woman's numerous and immediate questions about an assignment cause a senior lawyer to start thinking that she "doesn't get it," is "too needy," or requires too much "hand holding." In this way, a woman's excellent work product can be, and too often is, discounted because an initial meeting with her senior colleague left him apprehensive about her focus and independence.

What is the take away for a young woman lawyer receiving an assignment? Act confidently. Resist the urge to ask questions immediately. Get enough information to orient yourself with respect to the project and then say something like, "I'll get right on it." (There are no magic words, but you get the idea.) Back in your office, outline the assignment, identify the steps required to complete it, and then – and only then if necessary – go back to the assigning partner with your questions in an organized, focused way. You are then, "just checking in" or "making sure we're on the same page." (Again, there are no magic words.) This approach can make a big difference in a man's initial

impressions of you as some one working for him. And, of course, you then need to be sure to get the project done competently and on time. This approach is likely to result in your receiving far more additional assignments.

Giving Assignments

What about the reverse situation: a woman (who is very likely to be a senior associate or junior partner) giving an assignment to a man? A woman in such a situation tends to want to be more inclusive than would a man: she is prone to try to achieve a sense of partnership or joint ownership of the project, rather than just give directions. Thus a woman assigning a project is likely to say something like, "You might want to consider reviewing the XYZ line of cases." A man is more likely to be more direct, "Be sure to include an analysis of the XYZ line of cases." The difference, and the dangerous difference for the woman, is that the junior male professional may interpret the statement: "You might want to consider …." as a mere suggestion, rather than an instruction. As a result he may not include the analysis of the XYZ cases in his work product. When this happens, the assigning woman is likely to be angry and criticize the junior. He, in turn, is likely to feel unfairly treated -- it was only a suggestion, after all. He then starts talking about the woman who gave him the assignment in unflattering terms. She doesn't know what she wants; she's a "bitch." For her part, she says he is "inattentive" and not very bright. The result is pretty much a disaster all around.

A woman giving assignments to men needs to remember: be clear, direct, and unambiguous about what you want to see when the work product comes back to you.

Meetings

In meetings involving peers, two separate dynamics are often at work, both of which can work against women. First, when a good point is made, the men tend to keep making the same point again and again; they "pile on" to show agreement and solidarity. In contrast, women are uncomfortable "piling on"; they tend to draw distinctions, not to echo agreement. But, when women don't "pile on," they are often perceived by the men at the meeting as not being on the team or, worse, as "contrarians" or "problem-makers" or "pessimists." This is a dynamic that is difficult to change. So women need to be alert to when "piling on" is occurring. At such a point, if a distinction or clarification needs to be made, really needs to be made, go ahead and make it. But once consensus has been reached, the women need to be sure that it is known that they are firmly on board -- or very much off -- the ship.

The second meeting dynamic is more insidious. When a woman is the first one to make a good point, the men often will not immediately pile on to "her point." They will wait until a man has made the same point and then pile on to "his point." In many professional meetings, it seems that men only hear other men. Sometimes, of course, women are lucky enough to be in meetings chaired by someone who will not tolerate idea theft. I know a man, the former chair of a major consulting firm, who was a stickler for recognizing the person who originated an idea. I've watched him look directly at Fred and say, "Thanks, Fred, for restating Wilma's point. I thought it was a good one too. Now, Wilma, do you have anything to add?" It would be great if all meeting leaders were as perceptive – and fair. But, of course, they are not.

When a woman has made a good point but it is not accepted as such by the group until it is made again by a man, that woman has a fundamental choice to make: she can either assert herself by claiming ownership of the idea or she can forget that the idea was hers and proceed as if nothing had happened. I strongly believe that to make the latter choice plays into the common gender stereotypes. To make the former choice is to play against the stereotypes. I don't think that women should stand for idea theft. If your idea is stolen, you should pleasantly but immediately respond with something like, "Fred, you did a nice job of explaining my point, so let me elaborate ……" Otherwise you will leave the meeting angry -- and for good reason. Stand up for yourself in the meeting; claim ownership of your ideas then and there; and live with (and be proud of) the consequences of your "aggression."

Recognizing Non-Verbal Differences in Gender Communication

Body language, facial expressions, speech patterns, and word choice are also areas of differences between men and women. Studies show that people generally get more than 90 percent of the meaning of a message from the manner of its delivery. In other words, the objective content of what we say counts for about 10 percent of what the people we are addressing take away. As a result, it is precisely non-content specific aspects of communication that are most fraught with the potential for reinforcing stereotypes and fostering gender misunderstandings. Let's look at a few of these traits, how they affect male/female communication, and what women can do to make sure that the non-content specific aspects of their communications work for -- and not against -- them.

Body Language

We don't know whether differences in body language are driven by genetics or learned gender roles. Probably both. But what we do know is that men and women have and use body language in quite different ways. We also know that body language is hard to change. Consequently, women should understand these differences and become aware of their own behavior so that they can present themselves and their ideas in ways that reduce the chances of misunderstandings.

Take physical space. Men tend to take up more space than women, and "high status" men tend to take up the most space. At meetings, men tend to spread out; women tend to shrink back. Men tend to gesture away from their bodies; women tend to gesture towards their bodies. When listening, men tend to lean back; women tend to lean forward. Men tend to increase their space; women almost always tend to retreat from the space they were initially given. Beyond simply being aware of this tendency, women need to claim and hold their share of personal space. You should be sure to take up as much space at the table as the men do. If this means you need to bring a large pile of books and papers to your meetings, do so; bring a pile of papers; spread them out, even if you never refer to them. By claiming and hold your (rightful) share of personal space, you are again playing against, not into, the common gender stereotypes.

Men and women generally listen differently. While listening, women often nod to acknowledge that they are paying attention; men generally nod only if they are in agreement. I remember, as a young lawyer, walking out of a meeting with a senior male partner who immediately criticized me for "supporting" the position advanced by the other side.

I was flabbergasted because I had not even spoken. His response was telling: I had been nodding during the other side's presentation. Women need to be careful about their learned tendency to express agreeableness. We need to watch our nodding and be sure that if we are nodding it is being interpreted as we mean it to be.

One last body language point is the all important handshake. Make it firm and look straight in your counterpart's eye. Avoid the limp "puppy paw." A woman with a firm handshake is likely to be viewed as self-confident. A limp handshake is a first sign that a woman is not to be taken seriously.

Expressing Anger

Men and women display anger in distinctly different ways. Men tend to look away when talking unless they are angry, in which case they tend to stare straight at whomever they are angry with. Women, on the other hand, tend to seek eye contact when talking unless they are angry, in which case they tend to look away. There is nothing wrong with a woman being angry. But, I think we have to acknowledge that within a business context the bar for justified anger by a woman is set higher than it is for a man. So, as a woman, if you are angry, justified in being angry, and want to be taken seriously, two things are needed: (1) look directly at the person with whom you are angry and (2) be prepared forcefully to explain the reasons for your anger without raising your voice. I know that this is a disproportionate burden for a woman in relation to a man, but if a woman is to use her anger to her advantage, she must be prepared to play by the rules, and this means that she must be able to articulate clearly the reasons for her anger without raising her voice.

Studies show that men can yell in the office and get away with it; in fact, they can be admired for it. In today's world, however, women who yell or appear to "lose it" are likely to be roundly criticized by men and women alike. Such women are viewed as "emotional," "unsteady," "out of control," "incompetent," and "crazy." Is that fair? Of course not, but it is the world in which most of us live at the moment. Timed and controlled anger can be a powerful tool for a woman. But women should never confuse controlled anger with emotional outbursts. If you find yourself starting to yell or you are on the brink of "losing it," walk around the block; call a trusted friend; have a cup of coffee. But if you are really angry and ready to show it, make sure to express it forcefully and in a controlled, purposeful manner. And, remember, don't cry. When women are angry – really angry – they often cry. Don't do that in the office. If you need to get out of the office and sleep on it to be sure you can express your anger without tears, then, by all means, wait until tomorrow.

Speech and Voice Patterns

The different speech and voice patterns exhibited by men and women are extraordinarily difficult to change. Men have deep "authoritative" voices; women have higher, often "weaker" voices. Perhaps with intensive training (think "The King's Speech") voice and tone can be changed but unless a woman is royalty or an actor, it is unlikely that she ever is going to be successful in the effort. So, is there anything to be done?

Let me give you one of my favorite examples. Men speak in three octaves while women speak in five. I've been in meetings after which a man will comment that a woman participant was "emotional" or "excited" or even "irrational." Yet, I hadn't seen that at all. What I had heard was that a woman was using five – not three – octaves of sound. Men often interpret the use of this range of sound as emotional imbalance. But it would be foolish for a woman to worry about her five octave range. That is just the way she talks. Indeed, at various times, whether before a jury or an appellate court, or in negotiating a contract or lobbying a congressman, that range may be a great advantage. But on her way up as a junior lawyer, a woman might well find that it works against her. If that is the case, she needs to focus a littler harder than a man might on the content of what she says. It will do no good to attempt to affect a deeper voice in search of more authority and credibility. A young woman must find the source of her authority and credibility through the force of her reasoning and the logic of her arguments -- not the pitch of her voice. That said, it is generally helpful for women to slow their speech down, use inflection rather than pitch to provide emphasis and avoid long sequences in the "higher registers."

Language Style

Men tend to speak in a direct manner; those that are going to advance don't beat around the bush. By contrast, women tend to avoid speaking directly; they often take a long time to get to the point. I find that women are often reluctant to speak directly for fear of appearing confrontational. As a result, they are too often discounted by men as lacking a keen mind and the advocate's instinct to "go for the jugular." For example, a young woman lawyer might go into a senior lawyer's office and say something like, "I don't understand the assignment." What she really meant was, "there are three key pieces of information missing from what you gave me. Do you have that information, or should I call the client?" Because she was concerned about appearing confrontational, she came across as confused, needing too much help, and wasting his time. Women need to say what they mean. It is much better to come off with a bit of an edge than to be viewed as weak and ineffective.

Another gender style difference is the way some women tend to start sentences in ways that immediately diminish the force of their message. Such phrases as "I may be off base here but...." or "I don't know if this is helpful but...." or "Maybe I'm wrong, but…." are a woman's enemies. Women need to understand that they can sabotage the effectiveness of their best thinking by using such self-deprecating statements. Their male colleagues are likely to discount what they have to say after such a lead-in, no matter how brilliant the follow-up analysis. Women need to preface their comments and presentations with confident, interest provoking opening remarks.

Another frequent gender style difference in the use of language involving the phrase "I'm sorry." Women often say "I'm sorry" as a way of expressing sympathy and connection with the person with whom they are talking, not just when they are apologizing for an occurrence for which they are responsible. "It's raining today." "I'm sorry." "The client is upset." "I'm sorry." "We lost the case." "I am sorry." Men, on the other hand, often find it hard to say "I'm sorry," even in those situations in which an apology would be appropriate.

When a woman repeatedly says she's sorry, her male colleagues are likely to start thinking that she has something to apologize for, that she

has, indeed, done something wrong. Women who use "I'm sorry" in this way need to stop doing it. Remember to say "I'm sorry" only when something has gone wrong for which you had personal responsibility -- and are the one who made the mistake. As women, we need to find another phrase besides "I'm sorry," to express sympathy and connection. Try something like, "that's too bad," or "that's terrible news," or "I'm sure you are disappointed."

One last language style point is the use of humor. Woman can often diffuse an awkward or difficult situation with a little humor. It is hard to identify these situations in advance, but it is important to keep in mind that a sense of humor can go a long way.

The Double Bind

In the preceding sections of this article, I have offered suggestions for how women can learn and effectively follow the "rules" of successful gender communications. But even women who have learned the "rules" and succeeded in avoiding playing into the common female stereotypes can often be stymied in their careers. When this happens, the problem is likely to be what is now generally referred to as the "double bind." By playing against, rather than into the common female stereotypes, women can be perceived by men and other women as "too masculine" and consequently evaluated quite negatively. The double bind means that women who succeed in exhibiting the stereotypical characteristics of a leader -- aggressive, decisive, competent, take charge, take risks, solve problems -- are often viewed by men (and women) as "not likable," "unfeminine" and "too aggressive." Consider the likelihood that the following descriptions would be applied to male and female lawyers who are equally talented and equally effective:

- He's assertive; she's pushy.
- He's a good networker; she's chatty and gossipy.
- He's decisive; she's impulsive.
- He knows his worth; she's a self-promoter.
- He's incisive; she's abrasive.
- He's "in demand" and busy; she has trouble with deadlines.
- He's thoughtful; she's tentative or hesitant.
- He's a go-getter; she's too aggressive.

The double bind is real and it is a serious problem for women seeking to advance in their professional careers. The challenge for each such woman is to develop a credible leadership style that does not violate her own sense of authenticity, on the one hand, or result in her being perceived as "too aggressive" or "too controlling," on the other. I have argued that women should learn to feel comfortable writing, speaking, and acting in accordance with my suggested "rules" of gender communications. Often that means communicating "like a man," which may be both unnatural and highly risky. I stand by my advice, but in doing so I must caution women about the double bind. It is because of the double bind that a woman needs to carefully "pick her shots" and not waste her "likeability" on the small stuff. In other words, a successful professional woman cannot communicate "like a man" all of the time. She must prioritize her objectives with a keen awareness of the need to avoid both the common female stereotypes and the double bind.

By way of example, I once worked closely with an income partner on a memorandum explaining why this was "her year" to become a capital partner. Because the head of her office was not familiar with her work, I suggested that she share her memorandum with him in advance. When she sat down with him, the very first thing he said was, "don't you think you are being too aggressive?" Her immediate response was the correct one. She said in a calm voice and with a smile, "But, I am just being accurate. I can prove every point." And she could, and she did, and she was promoted. I view this as an instance of picking the right shot and using it in the right way.

Mentors and Sponsors

Harvard Business Review published an interesting article last year entitled, "Why Men Still Get More Promotions Than Women." Its key conclusion was that men and women tend to advance at different rates because they have different types of mentors. Women are "overmentored" and "undersponsored" relative to men. Men tend to have mentors who are committed "sponsors." Mentors who act as sponsors present their mentees to other senior leaders; they make sure their mentees are noticed; they put their mentees forward for promising opportunities and challenging assignments; they protect their mentees when they are criticized; and they fight for their mentees when it is time for promotion.

By contrast, women's mentors tend to provide caring and altruistic advice and counseling but then tend not to be willing -- or able -- to pull their mentees up through the system. Women's mentors provide emotional support and thoughtful feedback; they offer advice on how to improve; they serve as role models for "corporate citizenship"; and they focus on their mentees' personal and professional development. But they typically don't take the steps (or have the power) necessary to assure that their mentees get the most promising opportunities, assignments, and promotions.

It should not be hard for an ambitious woman to choose the kind of mentor she would rather have: a thoughtful and empathetic confidant focused on her strengths and weaknesses or a dogged fighter for her promotion. Women need to find (or be assigned – should they be so lucky!) a mentor who can and will go beyond giving feedback and advice and use his or her influence with senior management to advocate for them. Easier said than done, I know, but it is hard for anyone, man or woman, to advance in the professional world without a sponsor. So look around, find the right person, and latch on.

Conclusion

I am committed to gender equality and the realization of women's professional potential. The challenge for women is to fulfill their potential without giving up their unique insights and capacities. Studies show that diverse teams come up with better solutions than teams of people that all think and act alike. There is much work to be done. I believe that women can do much of this on their own, but if we are to truly level the professional career playing field, women and men must work together to create gender neutral evaluation and advancement

processes. Unfortunately, such an achievement is still a long way off. In the meantime, women who learn and follow the "rules" for effective gender communications stand a far better chance at "making it" than those who do not.

Self-Evaluations: Dos and Don'ts

*By: Andrea S. Kramer**

Before You Start

1. Think about whether you see yourself differently from how you believe others see you. Do you want to be seen differently from the way you believe others see you? If so, develop a plan for explaining and presenting your strengths and contributions that are insufficiently recognized.

2. Ask yourself: If someone doesn't know me, what do I need to include in this self-evaluation to make sure that they do?

3. Are your objectives clear? How are you going to let your boss and those who set your compensation know in an unambiguous way your expectations for career advancement and promotion?

4. As you think about what you want to say about yourself, are you proudly recounting your successes without undue modesty? If not, think again. But keep in mind, you must be prepared to prove every point you make.

5. Are you approaching this self-evaluation as you would a presentation on behalf of a client? You should be. Take the time you would for a client and give yourself the thoughtful consideration you would for a client project.

6. Your statistics for the evaluation cycle are important. Assemble them and think about how best to work them into your self-evaluation.

7. Confirm that all personal performance data in the organization's records are consistent with your own records.

8. Do you have a file with all of the information relevant to your evaluation cycle. If not, you should. It needs to include achievements, compliments, thanks, praise, and gratitude from clients and colleagues. Remember that women (often unlike men) are expected to prove the statements that they make about their accomplishments.

9. Identify all senior lawyers/executives and others with whom you have worked who could provide evaluations of you. They need to be formally notified to provide performance evaluations for you. Be prepared to remind them of submission deadlines and provide them with statistical data about projects you worked on for them and favorable outcomes. Be sure they submit their evaluations on time.

Possible Basic Orientations……

- "This has been a year of phenomenal growth for me and my practice because of _____"
- "The projects I've taken on have greatly increased my ability to do the following _____"
- "I have expanded my practice in the following ways: X, Y, and Z."
- "I took on a lead role in this trial/transaction by handling the _____."
- "I have worked with a large number of partners, associates, and staff [executives, managers, and staff] to _____."
- "All of my assignments were completed in a timely manner and cost efficient."
- "I work independently"
- "I seek out assignments from other offices and departments."
- "I have immersed myself in the following [specific] activities: X, Y, and Z."
- "On this transaction/case, I effectively handled _____."
- "I took on a key role in this significant matter when _____."
- "I have successfully completed the following [specific projects]: A, B, and C."
- "I have been very active in _____."

Dos.....

- **Carefully read and follow the instructions before beginning your self-evaluation.**
- Organize all statistical information on all of the client and administrative matters for the evaluation cycle.
- If you spent a lot of time on key projects, include your hours in your description of those projects.
- If you managed other lawyers, include their hours or collection in your descriptions.
- Include collections on key projects or matters.
- Put the size and importance of your projects in context.
- If you managed projects and people, put the importance of the projects in context.
- State the dollar value of transactions/trials/projects you have worked on (if helpful) and identify the benefits to your organization.
- Be sure to explain the significance of increases or decreases in your numbers.
- Some self-evaluations are submitted through an on-line program that will only accept a limited number of character. When you reach the maximum number of characters, you cannot input another letter or word. You need to be sure the final version of your self-evaluation is of the correct length, accurately inputted and addresses all of the points you want to make.

- Examine your organization's business plan or marketing materials to make sure its goals and the way you present yourself mesh.
- Identify your key strengths and be sure they lead your self-evaluation.
- Be enthusiastic about your accomplishments.
- Write with authenticity and pride.
- Focus on your important assignments, your goal is to highlight your strengths, not to provide a detailed account of everything you did that year.
- Use action words that identify you with positive results. Organizational, leadership, interpersonal, and communication skills as well as initiative and creativity are likely to be the traits valued by your organization, so focus on them.
- Include any cross-selling you have engaged in and mention the type, quantity, and value of the work you were able to secure from clients and other departments/colleagues at your organization.
- Discuss the people you work with: executives, partners, peers, junior colleagues, and staff at your organization. Your interactions with the individuals you work with can help showcase your professional development.
- Step into the spotlight and rightfully claim credit for your successes.
- Be specific about your management skills and how you use them.
- If you have had health or family problems mention them, if at all, only at the back of your evaluation, unless they accounted for a significant amount of lost time, in which case address them right up front.
- Ask a more senior colleague or good friend to review and comment on your self-evaluation once you've written and carefully edited it.
- Ask yourself, if someone didn't know you, how well would they know you by reading your self-evaluation? If the answer is not well, you have a lot more work to do.

Don'ts……

- **Don't turn your self-evaluation in late!**
- Don't wait until the last minute to start writing your evaluation! This is an important part of your career advancement. Give it the time and thought it deserves.
- Don't assume anything! Be explicit! The readers do not already know your successes or their significance to your practice, "clients," or the organization.
- Don't let your numbers do the talking. Tie your responsibilities and accomplishments to your numbers and explain why your numbers show important contributions.
- Don't use emotional words (such as "disappointed" or "hope").
- Don't express anger or frustration, no matter how justified. A self-evaluation is just not the place for it.
- Don't use vague terms or sweeping generalities. Your language should be clear, direct, and specific.
- Don't be afraid to take credit for your accomplishments
- Don't down-play your accomplishments by using terms like "we" or "I was on the team with X, Y, and Z" – unless you believe that is the only honest way to describe what happened.
- Don't exaggerate – be sure you are able to prove every one of your key points.
- Don't spend a lot of space in your self-evaluation on activities outside of your organization.
- Don't get off track. Your focus needs to stay on your core responsibilities and "mission critical" accomplishments.

Additional Things Women Can Do For Themselves

*By Andrea S. Kramer**

Apart from learning the "rules" of the gender communications game, avoiding the double bind, and finding the right mentor, there are a number of things that women can do so as not to make things even harder for themselves. These are generally simple and obvious. Get the most out of first impressions: a firm handshake and eye contact are important. Dress professionally; women might have more latitude than men, which makes it all the more complicated for woman. In meetings, make all of the points you really care about and forget about the rest. Don't wait for "your turn" to speak: it may never come.

Get yourself known. Don't live by email alone. Talk frequently face-to-face with your colleagues. Learn how colleagues and clients prefer to be contacted. Build strong personal relationships.

Acknowledge mistakes and move on. When something concerns you, don't stew about it. Speak first to a trusted colleague or friend – a more senior one (or someone who might have a broader or different perspective if possible) – because there is often more than meets the eye to situations that strike us as problematic. So it is important to learn about whether there might be some hidden issues that need to be considered. Women tend to keep things bottled up inside so that by the time they are ready to say what it is that is bothering them, it is often too late to fix the problem. When a woman lawyer says she's leaving her professional organization, she is leaving. When a man says he leaving, he might be simply ready to negotiate for a better offer.

Develop a "positive buzz" about yourself. Stay in touch with those

with a "say" in your career. Be sure they know your accomplishments as the year progresses, not just at compensation time. Participate in organization-wide women's alliances and mentoring activities. Build friendships and join committees outside your department. Show off your strengths in ways that work best for you. Teach and lecture; participate in professional committees; market to your target client groups; be seen out of the office in your professional capacity; and be involved in community service activities. Get engaged and energized by participating in local women's bar associations and national women's groups, such as the National Association of Women Lawyers (http://www.nawl.org) and WLMA, The Women's Leadership and Mentoring Alliance (http://www.wlmaconnect.org).

Women need to help each other by referring projects, business opportunities, speaking opportunities, networking, and other connections to each other. Women need to think about ways that they can help other woman, both those in and outside of their own organizations, advance their careers. These are just some of the things women can do for themselves to enrich their professional opportunities and environments.

What Professional Organizations Should do to Advance Their Women Leaders

*By: Andrea S. Kramer**

The playing field for professional advancement will never become truly level until our professional service organizations make some quite needed structural changes. Let me suggest a few that are well within our grasp. The first is that organization-wide training in gender stereotypes and communication differences should be mandatory for men as well as women. Studies show that simply understanding how these stereotypes operate can actually help alleviate their consequences. This one simple step can make an enormously positive difference in women's career prospects. For once, both men and women within an organization would become aware of the subtle and not so subtle consequences of their unconscious biases and preconceptions, and a vocabulary would become available that can be used to bring "gender neutrality" to the process by which the organization evaluates, assigns projects to, and promotes its professionals.

Performance review policies and evaluation forms need to be revised to make it difficult for reviewers to respond to evaluation questions based on unconscious stereotypes. Reviewers need to be asked questions that force them to respond in an even-handed way. They should be asked to address the competencies -- skills, knowledge, and performance -- of junior lawyers, by evaluating their performances in particular roles.

Young women need mentors who understand gender communication differences and the stereotypes that negatively affect women. But beyond that, these mentors must be every bit as effective as advocates for their mentees – real sponsors and not just counselors -- as those mentors who mentor the women's male counterparts.

More women must move into senior leadership positions. Young women must see women as role models for their paths ahead. They need to see, and not just be told, that real success is possible in their organizations.

Because men now far outnumber women in senior positions at professional service firms, those women who do hold senior positions have a particularly acute obligation to advise, mentor, sponsor, and fight for the advancement of the young women within their organizations. These senior women need to take responsibility for career advancement of the young women coming up through the ranks of not just their organizations but also other professional organizations in their fields and communities. It is time for all of us to recognize this need and to do our part to fill it.

And, professional organizations should invest in women's leadership development programs that are tailored to increase the likelihood that more women will actually advance into senior leadership positions within their organizations

WBAI President Deane B. Brown, partner at Beerman Swerdlove, LLP and Andrea S. Kramer, partner at McDermott, Will & Emery, with actress America Ferrera on Monday, October 3 at the Chicago Foundation For Women's 26th Annual Luncheon at the Chicago Hilton. Picture taken by Kat Fitzgerald and provided courtesy of the Chicago Foundation for Women.

Is Easy or Difficult Collaboration More Productive? The Answer May Surprise You

By Andrea S. Kramer and Alton B. Harris

In-house lawyers inevitably do a lot of collaborating—with their colleagues, the business people in their organizations, and outside counsel. Their success is often a reflection of just how successful their collaborations are. So, it is worthwhile to look at when and why collaboration is at its most—and least—effective.

Collaboration initially appears to be an unambiguously positive activity: by working together—collaborating—we can accomplish something "better" than anything we can accomplish on our own. But collaboration takes many forms and not all of them are more productive than individual initiative. To understand when collaboration is positive and when not, let's look at two quite different approaches a business can take in structuring its collaborative teams, depending on whether it values similarity (commonality and unity) over difference or it values difference (diversity and dissent) over similarity.

The Similarity Mindset

Many businesses encourage team members—collaborators—to think of themselves as sharing common goals, beliefs, and characteristics, to interact with one another "blind" to their social differences (such as race, gender, and ethnicity), and to seek to arrive at a common perspective on the problems at hand.

"When social diversity is inserted into the collaboration process, our expectations change."

A business with such a "similarity is good" mindset will strive to maintain a workplace culture that is as homogenous as possible. When we work with people who are like us—whatever "like" may mean—we typically experience conflict-free exchanges, we quickly achieve consensus, and we move easily to the next project. People collaborating at businesses that stress this sort of workforce commonality tend to get along better, display more trust and cooperation, and enjoy themselves more than people on socially diverse teams.[1] Moreover, studies confirm[2] that interjecting social diversity into previously homogenous teams can cause discomfort, rougher interaction, interpersonal conflict, less cohesion, and more disrespect.

Given these findings, valuing similarity over difference has a great deal to be said for it—if a business's prime objective was to assure that its teams were cohesive, conflict-free, and smooth functioning. But a business's prime objective ought not to be conflict-free collaboration, but an increasing bottom line. And increasing profits depends on collaborative teams being diligent, innovative, and creative–characteristics that are promoted by diversity, not uniformity.

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The Diversity Mindset

During the early years of the last century, the Lower East Side of New York City was a place of blooming, buzzing diversity: Germans, Italians, and Eastern European Jews were present in large numbers with many Greeks, Hungarians, Poles, Romanians, Russians, Slovaks, and Ukrainians sprinkled in among them.[3] Living conditions were not great, but the energy, vibrancy, and dynamism of the place was undeniable. As a symbol of an approach to collaboration, the Lower East Side stands for the realization that while diversity can lead to conflict, it can also—when present in the context of shared purpose—produce more thoughtful deliberation, better decision making, and more creativity than can uniformity, similarity and commonality.

"But precisely because it is harder work, we do it more carefully, we pay more attention, and we care more about getting it right."

When we collaborate with people who are "like" us, we assume (unconsciously) that we will easily understand one another, immediately recognize where others are coming from, and quickly reach agreement. When social diversity is inserted into the collaboration process, our expectations change. We are forced to work harder to

reach consensus. Indeed, research[4] shows that when we hear a contrary or dissenting view from someone who is not "like" us, we work harder to understand their point of view than we do when the same dissent comes from someone who is "like" us.

In other words, when our collaborators are different from us, we need to engage in more difficult cognitive and emotional activity to get the job done than we would as homogenous collaborators. This increased difficulty is the source of both the negative and positive aspects of valuing diversity over similarity. When collaborating with socially diverse people, we are not as comfortable as we are when collaborating with people who are like us; it is harder work and fraught with the possibility of conflict. But precisely because it is harder work, we do it more carefully, we pay more attention, and we care more about getting it right. Consequently, collaboration done in the context of social diversity results in much better outcomes than can be achieved in the context of commonality.

"The economists found that shifting from an all-male or all-female office to an office evenly split along gender lines increased revenue by roughly 41 percent."

Two recent studies provide strong support for this "no pain, no gain" conclusion about collaboration. In the first study,[5] the researchers conducted a series of mock trials with six-person juries made up either of all white persons or of four white and two black persons. The diverse juries were found to be decidedly better collaborators: they considered the case facts more carefully, made fewer errors in recalling relevant information, and displayed a greater openness to discussing the role of race in the case. The researchers concluded that these improvements in the deliberation process occurred because *in the presence of diversity* the white jurors were more diligent and open-minded.

In the second study,[6] two economists analyzed the data from a professional services firm with more than 60 offices worldwide. The firm had some all-male offices, some all-female offices, and some mixed-gender offices. The economists found that shifting from an all-male or all-female office to an office evenly split along gender lines increased revenue by roughly 41 percent. As to why this happened, the lead author offered a baseball analogy.[7] "A baseball team entirely composed of catchers could have high esprit de corps…But it would not perform very well on the field."

"Collaboration in the presence of social diversity may be more difficult than collaboration in the presence of similarity, but it produces greater team productivity—and a better bottom line."

A business that consciously strives to assure that collaboration takes place in the presence of social diversity may be giving up the easy, comfortableness we feel when we are dealing with people "like" us. But what it gives up in the way of "comfortableness" will be more than made up for by a collaboration process that

- is more careful and diligent (diversity kicks us into cognitive high gear);
- has more useful information brought to bear on the task at hand (a diverse set of collaborators means a diverse set of skills and perspectives), and
- has teamwork marked by a greater degree of vibrancy, dynamism, and creativity (think the Lower East Side of New York City).

Collaboration in the presence of social diversity may be more difficult than collaboration in the presence of similarity, but it produces greater team productivity—and a better bottom line.

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Taking Control: Women, Gender Stereotypes and Impression Management

by Andrea S. Kramer and Alton B. Harris

What follows is an edited version of a chapter from our forthcoming book, *Getting There: Career Success for Women in a Gender-Biased World.* We would welcome your thoughts and comments as we prepare the book for publication.

Gender-based obstacles to women's career advancement are real, substantial, and not likely to go away any time soon. It is simply a fact of business and professional life that women have a tougher time moving up the leadership ladder than do similarly qualified and motivated men. Women and men need many of the same skills for career success: "social presentability, visibility, organizational demeanor and political skill, as well as competent job performance."[1] But women need skills that men don't, most particularly skills to cope with the biases they face simply because they are women. Whether it is the "double bind," the "double standard," the "maternal wall," the "baby penalty," or any number of other subtle and not so subtle gender putdowns, women need a set of communication skills that are irrelevant for men. We will have a great deal to say about the acquisition and nature of these skills in our book, but here our discussion is limited to why these skills are needed and what women need to do to start using them. In other words, this article is about women taking control.

The Problem – And the Solution

Imagine a typical mixed-gender business situation. It could be a conference, presentation, negotiation, performance review, brain-storming session, or any other task-oriented meeting. Whatever the purpose of the session, everyone there, the women as well as the men, will be operating with at least three stereotypes. First, they will expect the men to be "agentic," that is, tough-minded, aggressive, confident, independent and assertive. Second, they will expect the women to be "communal," that is, friendly, unselfish, warm, compassionate,

1 W. Heisler and G. Gemmill, *Executive and MBA student review of corporate promotion practices: A structural comparison*, Academy of Management Journal, 21, 1978, pp. 731-737. *See also* Martin Kilduff and David V. Day, *Do Chameleons Get Ahead? The Effects of Self-Monitoring on Managerial Careers*, Academy of Management Journal, 37(4), Aug. 1994, pp. 1047-1060. The researchers tracked, for five years, 139 graduates from the same American university's MBA program.

supportive, and nurturing. And third, they will expect whoever leads the session to be agentic.

Given these stereotypes, one of two scenarios is likely to play out if a woman tries to assume a leadership role. If she attempts to take charge without communicating agentic qualities, she is almost certain to be ignored. On the other hand, if she seeks a leadership role by using agentic qualities, she is likely to be regarded as "masculine" (or at least not feminine) and, therefore, socially clumsy and unlikeable. Moreover, because she will be seen as having violated traditional gender roles, she is likely to have difficulty in exercising leadership and may suffer economic penalties and professional and social isolation. The practical reality is that whichever approach a woman takes, in seeking a leadership role in a mixed-gender business situation, she is going to encounter obstacles that a man will not.

After having lived through a number of such situations, an ambitious woman may very well start to curse the unfairness of the business world and come to believe that her time will come only when that world is "fixed" and becomes gender-neutral. When the "fix" doesn't come, she is likely then either to drop out of the competitive struggle for career success altogether or settle into a vocational existence of frustration, anger, and disappointment.[2]

In stating the picture of women's career prospects so bleakly, we do not mean to suggest that the male-dominated business culture in the United States *does not* need to be "fixed." Nor do we want to suggest that women seeking to advance in that culture need *themselves* to be "fixed." We firmly believe that our business culture is profoundly biased against women and would be far more productive if fundamental changes were made so that long-term successful careers were more accessible and attractive for women. The problem is that we don't see those changes coming in the foreseeable future, and we are unwilling to advise talented and ambitious women who want successful careers now to wait. As for the need to "fix" women who want a career, we think women are just fine the way they are, thank you. There is no need for career women to become "more like men" or to "suck it up" or to "try harder."

But we do think there is something that women need to do. They need to learn techniques that will allow them to work smarter within our gender-biased economic system so that those biases don't hold them back. They need to take control of their careers by anticipating the biases they will face and acquiring the skills to deal with them. If they will do this, we are convinced that women can play the career advancement game with and against men with a real fighting chance of winning.

Our mixed-gender business scenario was meant to illustrate that a woman who communicates only agentic traits or only communal traits is likely to face the full force of gender bias and discriminatory backlash. But if she can use both traits, as appropriate, she is likely to escape or minimize the negative consequences of acting against stereotypical expectations. For example, if a woman using an agentic communication style can also project communal traits of warmth and inclusiveness, she can often "facilitate trust and the . . . absorption of ideas. Even a few small nonverbal signals — a nod, a smile, an open gesture — can show people that [she is] pleased to be in their company and attentive to their concerns . . . demonstrating that [she] hear[s] them, understand[s] them, and can be trusted by them."[3]

> Andie: During the summer between my second and third years of law school, I worked at a large law firm, enjoying the variety and challenge of my projects and the mix of people with whom I was working. I had received high praise from many of the partners I had worked with, so I was shocked when I was told I did not get an offer to work at the firm after graduation. Why? I was told that a senior partner had stated that I would get a job offer only "over his dead body." When I heard this, I was deeply troubled. I had met this partner only once for, maybe, five minutes and had handled only one project for him and, as far as I knew, had given him exactly what he had asked for.
>
> I thought back to our brief meeting. When I was called to his office, his door was open and he was sitting with his feet on his desk. I knocked on the door frame to catch his attention. He looked my way and motioned towards the corner of his office. I was young and eager and had been told to always shake hands with someone when introducing myself. So, I walked towards his desk, extended my hand, and made the introduction. He stood up and shook my hand. I sat down in one of the chairs across from his desk. He gave me the assignment; I thanked him; I left his office; I did the assignment; and I never gave our five minute meeting another thought. Not another thought, that is, until I was told I would not have the option to work at "his" firm. As I replayed our brief meeting, the reality of the situation finally struck me. I had totally missed the signals he had sent. By walking towards his desk and extending my hand, I had forced him to take his feet off the desk and stand up. And then by sitting down in one of his guest chairs rather than on the low couches in the far corner of his office, I had crossed the line from a dutiful intern to an assertive, pushy woman, clueless as to law firm protocols.
>
> As I have recounted this story over the years, I am often asked if I would have behaved any differently if I had then been aware of the need to manage the impression I was making. The answer is, "yes and no." While I would not have taken a seat in the corner on a low sofa, I would not have forced the partner to stand up and lose his studied composure by needing to shake my hand. I would have tried to balance my own sense of self with a softer impression. I would have thought about how I appeared *to him*, and I would have been alert to the discomfort and disapproval I was provoking. I might not have been able to change the outcome, but I would have had a better sense of what I had been actually communicating.

2 Generational issues may also play a major role here. We discuss these issues at length in our book but largely ignore them in this article.

3 Amy J.C. Cuddy, Matthew Kohut, and John Neffinger, *Connect, Then Lead*, Harvard Business Review, July/August 2013, p. 56.

Of course, standing alone, our recommendation that women need to use a combination of agentic and communal communication to advance their careers is hardly helpful, for it leaves unanswered the practical questions of what those communication styles are, how they can be employed, and when they are appropriate. Our book is intended to answer those questions, to provide concrete, hard-headed, and practical advice so that women can navigate over, around and through the gendered speed bumps and traffic barriers they will encounter on their road to career advancement. For the present, however, we want to focus exclusively on how women can take control of their careers by taking control of communication.

Verbal and written language are obvious forms of communication, but so are gestures, facial expressions, posture, touch, preferred physical space, dress, attitudes and dispositions, displayed preferences, punctuality, performance expectations, standards of quality, task proficiencies, care for others, responsiveness, praise and criticism, and so on. Indeed, as we use the term "communication," it includes every aspect of a woman's interactions with other people, from the first impression she makes to her ability to influence, lead, inspire and motivate. Communication is the whole spectrum of observable human behavior. It includes "natural" tendencies and characteristics, but it also includes learned techniques for controlling the impressions a woman makes. We refer to these learned techniques as "attuned gender communication;" our short-hand phrase for a woman's ability to control her communication so that she can play into, conflict with, or finesse gender stereotypes as and when she *chooses*.

There is certainly no guaranteed formula for career success, no silver bullet to "get there." Too many qualities are demanded in too many circumstances for any given set of techniques to provide a definitive road map to the top. Nevertheless, we are confident that an ambitious woman will not find her career stalled *because of* gender biases if she is prepared to learn and use attuned gender communication.

Stereotypes and Impression Management

In a typical mixed-gender business situation such as we described earlier, a woman in the group will be affected by the prevailing stereotypes in direct proportion to how she communicates with, reads the reactions of, and adjusts her behavior in response to the communication of the other group participants. This is the heart of attuned gender communication: managing people's responses to you by managing the impressions you make on them. Study after study has found that a woman who can consciously control the nature and content of her communication is in a far better position to overcome or defuse adverse gender stereotypes than a woman who cannot. Thus, the basic premise of attuned gender communication is quite straight forward: by managing the impression you make, you can manage the biases with which you are confronted.

The importance of a person managing the impressions she or he makes is hardly a new notion. Philosopher and historian David Hume eloquently made the point in the 1770s.

> [A]n orator addresses himself to a particular audience, and must have a regard to their particular genius, interests, opinions, passions, and prejudices; otherwise he hopes in vain to govern their resolutions, and inflame their affections. Should they ever have entertained some prepossessions against him, however unreasonable, he must not overlook this disadvantage; but, before he enters upon the subject, must endeavour to conciliate their affection, and acquire their good graces.[4]

If we substitute "woman in a business situation" for "orator" and modernize Hume's language, we have the essence of attuned gender communication in two sentences.

"Impression management" has been a topic of serious scientific and academic study since at least 1959, when the sociologist and anthropologist Erving Goffman coined the phrase.[5] Goffman studied the ways in which people adjust their communication to influence the impressions they make on others. Many subsequent researchers have expanded on Goffman's work. In 1972, the social psychologist Mark Snyder developed a 25 question Self-Monitoring Scale to measure the extent to which people observe and control their expressive behavior and self-presentation.[6] This test was updated to an 18 question test in 1986 with the collaboration of Steven W. Gangestad.[7] Richard D. Lennox and Raymond N. Wolfe published a third Self-Monitoring Scale in 1984.[8] All three of these tests are designed to distinguish people who are "high self-monitors" from those who are "low self-monitors" based on the extent to which a person "strategically cultivate[s] public appearances."[9] While there is disagreement over which of these scales is the most useful and accurate, for our purposes, that debate is irrelevant, for there is no disagreement over the fact that people who are good at self-monitoring are more successful at career advancement than those who are not. And women who are effective self-monitors manage gender bias far better than women who are not.

High self-monitors key off of cues from others' communication to regulate their own communication. Low self-monitors "are controlled from within by their affective states and attitudes."[10] Low self-monitors "lack either the ability or the motivation to so regulate their expressive self-presentations."[11] High self-monitors are "highly

4 David Hume, "Of the Standard of Taste," The Philosophical Works of David Hume: Including All the Essays and Exhibiting the More Important Alterations and Corrections in the Successive Editions Pub. By the Author, in Four Volumes, Volume 3, Boston, Little, Brown and Company (1909-14).

5 Erving Goffman, Presentation of Self in Everyday Life, Doubleday Anchor Books, New York (1959).

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10 Mark Snyder, Self-Monitoring Processes, 89 (1979), in L. Berkowitz (ed.), Advances in Experimental Social Psychology, Vol. 12: pp. 85-128, New York, Academic Press. *See also* Martin Kilduff and David V. Day, *Do Chameleons Get Ahead? The Effects of Self-Monitoring on Managerial Careers*, The Management Journal, 47(4), Aug. 1994, p. 1048.

11 Snyder and Gangestad, *supra* note 7, at p. 125.

responsive to social and interpersonal cues of situationally appropriate performances." In a social situation, high self-monitors ask: "Who does this situation want me to be and how can I be that person?"[12] Low self-monitors ask: "Who am I and how can I be me in this situation?"[13] Low self-monitors behave as though, "I am who I am, and that is whom I will always be."

Research makes it clear that high self-monitors consistently and decisively beat out low self-monitors for career promotions. They advance further, and more often than low self-monitors, whether they stay at one company or move from company to company.[14] There is no logical or empirical reason why this should be so *if* the judgment of superior job performance were based exclusively on the skill with which specific tasks or projects were performed. But if the judgment of superior job performance is also based on effectively cooperating with others, the quality of interpersonal communication, an ability to perform a variety of different roles, and being able to quickly respond to the needs and demands of a large number of diverse personalities and temperaments, than high self-monitors would clearly have a significant advantage in playing the promotion game. Moreover, this advantage would increase as the high self-monitors move up the career ladder and the jobs to be performed shifted away from specific tasks toward leadership, motivation, and coordination.[15]

As soon as we recognize that the successful manager is "the one who manages the good opinions of others,"[16] it ceases to be surprising that study after study has shown that high self-monitors hold more senior positions in businesses of all sorts than do low self-monitors.[17] "Managers may have the right ideas and skills, but unless their reputation, or others' perceptions of their abilities is valued, purchased and used by those in power, their management capital is worthless for their career advancement."[18]

> Andie: I was mentoring a young woman who had just started her career. She was finding that the techniques she had used in school to assure success were not working in business. She believed that the senior colleague with whom she worked most frequently did not like working with her. As I questioned her about her communication, I learned that, like many young women, she made it a practice of asking a lot of questions when she got an assignment. Young men generally do not do this; they listen, learn the deadline, and say, "Got it, will do." But my mentee would pepper her boss with questions right off the bat. My guess was that as a result of her behavior, her boss thought she was confused, slow on the uptake, and tentative rather than eager and committed. Instead of allowing him to explain what he was looking for in his own words, she was forcing him to communicate on *her* terms and by doing so she was annoying and frustrating *him*.
>
> I suggested that she start asking only the most basic questions needed to orient herself. She should listen to what he had to say and then say something like "I'll get right on it." She should then—back in her office—think carefully about the assignment and identify the steps she would need to take to get it done. Only then—and only if necessary—should she go back to her boss with a few well organized, focused and concise questions posed in the context of just wanting "to be sure the two of them were on the same page."
>
> This young woman was skeptical, but she went along with my suggestions and over a relatively short period of time the whole work dynamic had changed. Her boss grew calmer in her presence, more respectful, and less frustrated. She realized that she had been *really* annoying him with her questions. By changing her communication, she began to create the impression that she was in control, competent, and highly motivated — and thus far more "promotable" than she had appeared before.

Women and Impression Management

The early research on self-monitoring and career advancement was done largely without regard to gender. But in 2002, Val Singh, Savita Kumra and Susan Vinnicombe published a ground-breaking study entitled, "Gender and Impression Management: Playing the Promotion Game."[19] Singh and his colleagues found that women are significantly less willing to engage in self-monitoring than are men, but that when women *do* self-monitor, they gain a substantial promotional advantage over other women *and* men. In 2011, Olivia O'Neill and Charles O'Reilly III built on this study by tracking 132 female and male MBA graduates over an eight-year period.[20] They found that women who were high self-monitors were comfortable using agentic (traditionally male) behavior or nurturing (traditionally female) behavior (or both) as it seemed appropriate in particular situations. High self-monitoring women had a clear awareness of when agentic communication was called for and when nurturing or communal communication was needed. These high self-monitoring women received *more* job promotions than the low self-monitoring female MBAs (whether they were nurturing or agentic) and *all* of the male MBAs. In fact, high self-monitoring women received 1.5 times as many promotions as agentic men; 1.5 times as many promotions as nurturing women; 2 times as many promotions as nurturing men; and 3 times as many promotions

12 Snyder, *supra* note 10, at p. 1048.
13 *Id.*
14 Kilduff and Day, *supra* note 10, at p. 1055.
15 *Id.*, at p. 1056.
16 D. Gowler and K. Legge, Rhetoric in Bureaucratic Careers: Managing the Meaning of Management Success, in Michael B. Arthur, Douglas T. Hall, and Barbara S. Lawrence (eds.), Handbook of Career Theory (University Press, Cambridge, Cambridge), 1989, pp. 437-453, at p. 447. *See also* Val Singh, Savita Kumra and Susan Vinnicombe, *Gender and Impression Management: Playing The Promotion Game*, Journal of Business Ethics, 37(1), April 2002, pp. 77-89, at p. 87.
17 Kilduff and Day, *supra* note 10, at p. 1048.
18 Singh et al., *supra* note 16, at p. 87.
19 Singh et al., *supra* note 16. The researchers conducted two studies. In the first study they studied female UK business school graduates and their male peers to investigate the frequency they reported using impression management to advance their careers. In the second study, they conducted 34 in-depth interviews of consultants in a large international management consulting firm based in the UK.
20 Olivia O'Neill and Charles O'Reilly, *Reducing the Backlash Effect: Self-Monitoring and Women's Promotion*, Journal of Occupational and Organizational Psychology (2010), DOI: 10j1111\2044-8325.2010.02088 x.

as agentic women who were low self-monitors.[21]

The results of the O'Neill and O'Reilly study are striking and provide a strong argument for women learning attuned gender communication. As Singh notes, "[T]he prime reason for attempting to 'manage' the impression we create is that through the construction of 'desirable' social identities, our public selves come closer to our ideal selves. We seek to influence how we are perceived, and, therefore, the way in which others treat us."[22] As a result, impression management "may directly impact material outcomes. For example, giving the impression that one is competent and ambitious can lead to benefits such as improved performance ratings and career enhancing opportunities."[23]

Before O'Neill and O'Reilly's study, most of the research about the effect of self-monitoring on women's career success was conducted in laboratory settings, involving college students dealing with other students who were strangers. O'Neill and O'Reilly's study confirmed these laboratory results in the real world of work, significantly increasing the importance of these results. There is now no reason to doubt that "[h]igh self-monitoring women exert more influence, [are] perceived as more valuable, and claim more resources [than men or other women]." [24] "[S]elf-monitoring may be particularly important for women when the role is non-traditional to gender;" [25] and "self-monitoring may be a useful way for women to avoid the 'backlash' from the double bind, that is the social and economic 'punishment' agentic women generally experience when they seek to display leadership skills."[26]

Why Women Resist Impression Management

Given the dramatic career advantages for women who are high self-monitors, why are women so often reluctant to employ it? As Singh found, even when women recognize that impression management can positively influence their careers, they are less likely to use these techniques than are men.[27] And, as Singh also points out, even women who understand they are in the same "contest for promotion" as men and that their careers may be disadvantaged if they do not play the impression management game, often resist adopting impression management techniques.[28] The evidences indicates that women managers eagerly adopt task-focused strategies such as "high quality work and commitment," but unlike their male peers, they are likely to criticize, even openly ridicule, impression management techniques such as "ingratiation and self-promotion." Simply telling women that impression management is "likely to have a continuing, [positive] impact on their careers" [29] seems to be an insufficient incentive for them to adopt it.

There are undoubtedly a variety of reasons for women's resistance to impression management, but in our experience the primary one is that women do not want to be or appear to be "inauthentic." When Andie talks with women and offers suggestions for altering unsuccessful communication patterns, she often hears something like, "that's just not me" or "I'd feel phony doing that" or "I am who I am." For a woman intent on advancing in her career, however, such an attitude is tantamount to saying "I want to play the competitive promotion game, but I am first going to tie one hand behind my back." If a woman is going to play the career game, she needs to recognize that success at it depends in large part on selling, self-promotion, ingratiation, and networking.[30] If a woman refuses to accept those rules, she is unlikely to ever win.

Andie: At a recent gender communication workshop I told the following story:

> A woman that I was asked to mentor in a different city was being criticized by many of her supervisors as a "sloppy thinker." I found this inexplicable because I had found her sharp and focused during my many telephone conversations with her. The next time I was in her city, I went to visit her in person. She was dressed in her normal outfit, which was *very* casual. It was hard to tell if she was wearing her pajamas or a sweatsuit. I knew she would be participating in an important meeting the next week where she would interact with some key decision makers. I stuck my neck out and suggested that she go to a local department store and ask the personal shopper to help her "dress like a banker." She did just that and attended the meeting dressed in a professional manner. After her meeting, she reported to me that the reactions to her had been entirely different from those she had experienced before. I don't know how much of the change in response to her was the result of her dress, the increased self-confidence she displayed or an alignment of the stars. But what I do know is that she started dressing "like a banker" every day, and I never again heard her being criticized for being a "sloppy thinker."
>
> Shortly after the workshop, I learned that several of the women participants had criticized me because this story showed that I "bought into gender stereotypes." Once I picked myself up off the floor, I had two

21 Marguerite Rogoglioso, *Women Who Display Masculine Traits – and Know When Not To – Get More Promotions Than Men*, Stanford Graduate School of Business News, Tuesday March 1, 2011, citing O'Neill and O'Rilley (2010), http:\\www.gsb.stanford.edu/news/research/womencareersearchbyoreilly.html, website visited Jan. 28, 2014.

22 Singh et al., *supra* note 16, at p. 78.

23 S. Wayne and R. Liden, *Effects of Impression Management on Performance Ratings: A Longitudinal Study*, Academy of Management Journal, 38(1), 1995, pp. 232-260. *See also* Singh et al., *supra* note 16, at 78.

24 Francis Flynn and Daniel Ames, *What's Good for the Goose May Not be Good for the Gander: The Benefits of Self-Monitoring for Men and Women in Task Groups and Dyadic Conflicts*, Journal of Applied Psychology, 91, 2006, pp. 272-281. *See also* O'Neill and O'Reilly, *supra* note 20, at p. 2.

25 Anderson and Thacker, 1985, cited in O'Neill and O'Reilly, *supra* note 20, at p. 2.

26 O'Neill and O'Reilly, *supra* note 20, at p. 2.

27 Singh et al., *supra* note 16, at p. 87.

28 *Id.*, at p. 78.

29 *Id.*, at p. 87.

30 *Id.*, at p. 78. These "skills form part of the rules of the game of acknowledgement, recognition and promotion, which most of these managerial and professional males [in the study] seem to understand and comply with, in a more straightforward and less emotional way [than the women in the study]." *Id.*, at p. 86.

distinct reactions. First, I realized that I must not have done a very good job of communicating my message during the workshop. Although I have spent much of my professional life working to dispel biases resulting from gender stereotypes, I must have come across as complacent about them, which was surely not my intent.

My second and more important reaction was one of extraordinary sadness. I realized that the women who had criticized me were unlikely to get as far as they wanted to in their careers, for career advancement depends not on "buying into gender stereotypes" but on buying into reality. While there is solid evidence that the power and reach of gender stereotypes has lessened in recent years, these stereotypes are still a pervasive fact of economic life in the United States. Unless women are prepared to drop out of the struggle for career success until the nirvana of the gender neutral business organization arrives, women will need to learn to play a game in which stereotypes that significantly disadvantage them provide many of the most important rules.

Let me illustrate this point with another story. A few years ago, I was handling a major tax case in which the principal IRS trial lawyer was a "man's man," an avid sports fan and hunter. Quite literally, I could find nothing to talk about with him except the weather and the tax case. But my job was to settle this case and to do so on terms that were favorable for my client. If that settlement was going to happen, someone needed to establish a real rapport with this IRS lawyer, and that was unlikely to be me. So what did I do? I brought on to my team one of my male partners who was also a sports fan and man's man. And you know what? The two of them bonded, and the client got a great settlement.

Now this is hardly an unusual story. All of us have had occasions when we have thought it would be advantageous to bring another person on to our team because she or he had talents or qualities we did not. This is what I would call "team impression management"—making sure that the people on your team are collectively capable of presenting the impression that is needed to get the job done.

But sometimes, you are the whole team – as is the case when the job is advancing *your own* career. When this is so, managing your "team's" impression is up to you. If decisiveness is called for, you have to provide it. And when a sense of inclusiveness and warmth is needed, that's up to you too. This has nothing to do with "buying into gender stereotypes;" it has everything to do with getting the job done. You would not hesitate to bring another person on to a business team if her or his qualities were needed for the job at hand. Therefore, when the job is advancing your own career, you shouldn't hesitate to bring on a new or different communication style if that is what it will take for you to get *that* job done.

Impression Management and Authenticity

Let us look more closely at exactly what we are recommending when we advise women to become effective self-monitors. First, we are *not* advising women to change their communication style so that they will always be perceived as communal. A woman has no reason to adjust the impression she is making unless she believes that by doing so she can achieve a better result for her client, her company or herself. As Andie's last sidebar emphasized, the objective is never the impression itself but always the job to be done. High self-monitoring is important for women so that they can "get the job done" without being hindered by gender biases.

Second, we would never advise a woman to be "phony" in order to get a job done. To engage in effective impression management, a woman must be deeply connected with her own feelings. And, as Amy J.C. Cuddy, Matthew Kohut, and John Neffinger note, "[W]hen we are connected with ourselves, it is much easier to connect with others."[31] A woman who is truly in touch with herself is anything but a phony; she is a person who can draw on the many different aspects and qualities that make her who she is. A woman who can do this will authentically meet the requirements of the business situations in which she finds herself. That may not be easy but it is not being a phony.

We generally find that women are open to using impression management when they are advocating on behalf of a client or pushing to advance their company's business objectives. In such situations, women generally behave as Hume's orator, for they recognize that to achieve their objective 'they must endeavor to conciliate [the] affection [of those with whom they are dealing], and acquire their good graces." But when it comes to advocating on their own behalf, many women find impression management inappropriate, if not distasteful.

One reason for this reaction seems to be that many women assume that by just "doing a good job" they will be recognized and promoted, that the acclaim they so clearly deserve will automatically come their way. But, of course, this seldom is the way the business world works. Skill and competency are necessary characteristics for career success, but they are seldom sufficient. To move up in one's career and continue to move up, a person needs to be *noticed.*

Consider the skills needed for promotion that we identified at the beginning of this article: "social presentability, visibility, organizational demeanor and political skill, *as well as* competent job performance." All of these skills—except job performance—involve impression management. Promotion decisions depend on highly subjective ratings as to a person's potential or "promotability."[32] Quite simply, a woman needs to be noticed as someone with promotability, someone who satisfies the requirements to move up. But—and this is the key difference between career advancement for a woman and a man—a

31 Cuddy et al., *supra* note 3.

32 S.A. Stumpf and M. London, *Management Promotions: Individual and Organizational Factors influencing the Decision Process*, Academy of Management Review, 6(4), 1981, pp. 639-649. *See also* Singh et al., *supra* note 15, at p. 78.

woman not only needs to be noticed as having the needed leadership skills, she also needs *not* to be noticed as running afoul of traditional gender stereotypes. She needs to be noticed positively for her talents and not noticed negatively for triggering the backlash that often comes from stepping outside of traditional female gender roles. But, and this is the good news, the techniques she needs to know to do this—high self-monitoring and attuned gender communication—are skills that can be learned.

Conclusion

To wrap up, we would like to emphasize five points.

- First, determine what sort of a self-monitor you are. Are you a low, intermediate, or high self-monitor? You can find this out by answering the questions on the Self-Monitoring Scale. The test we suggest taking has 25 true and false questions. An interactive version of this test is available online at http://personality-testing.info/tests/SM.php, and should take only a few minutes.[33]

- Second, if you are a low self-monitor, you can change. Practice getting in touch with your feelings; experiment with different communication styles; and study how others react to you as you do. (Our book should help with this). Chances are you are already good at picking up on nonverbal clues.[34] It is probably the verbal communication to which you will need to pay particular attention. As the saying goes, this is not rocket science, but it requires listening to yourself and others.

- Third, stop worrying about being a phony; you will never be anyone other than the woman you are. If you are in touch with yourself, you will realize you have many aspects and possibilities. Impression management is simply drawing on those different aspects of yourself as they become appropriate. That is not being a phony; that is being real.

- Fourth, take it slow. Finding the right mix of communal and agentic behaviors may not be easy for you, but you can do it if you care enough about yourself and your career.

- Fifth, when things do not work as you would like, figure out why—as Andie did when she was not offered a job after her summer internship—and regroup. Think about how to adjust your communication to change the situation's dynamics, and when you have, get back into the game. And never, ever, believe it is your fault when you encounter gender bias.

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33 Website visited January 10, 2014.

34 Judith A. Hall, *Nonverbal Sex Differences: Communication Accuracy and Expressive Style*, 1984, Baltimore, Johns Hopkins University Press (Paperback edition 1990).

Andie Kramer

Andie is a partner in an international law firm, named one of the “10 Best BigLaw Firms for Female Attorneys.” Andie heads the firm’s Financial Products, Trading and Derivatives Group and is the founding chair of the firm’s Gender Diversity Committee. She has served on both her firm’s Management Committee and Compensation Committee. In these roles, she became deeply concerned about the disparities in the pace and extent of women’s and men’s career achievements.

Andie’s extensive research, astute observations, and pragmatic voice have made her a nationally recognized advocate for women’s advancement and an authority on gender communication and women’s career advancement.

Despite her successful and demanding legal career, Andie has helped thousands of women navigate both the obvious and subtle gender biases they encounter in all career settings. Because mentorship opportunities for young professional women are often limited, she cofounded the Women’s Leadership and Mentoring Alliance (WLMA) to provide mentorship and leadership opportunities for women in their careers. She has developed an extensive series of leadership training programs and is a frequent speaker on the issue of gender discrimination and bias.

Andie draws on her professional and business experience to provide realistic, detailed, and readily usable advice. She is the co-author, with her husband, Al Harris of *Breaking Through Bias: Communication Techniques for Women to Succeed at Work*. Their second book, *It's Not You, It's the Workplace: Women's Conflict at Work and the Bias that Built It* is due out August 2019.

Among her many recognitions, Andie 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 received the Founders Award from the Chicago Bar Association and the Women with Vision Award from the Women's Bar Association of Illinois. Andie also received the Inspiration Award from the Coalition of Women in Law Initiatives for her continued support of women's initiatives, mentoring, and coaching. And, she was also honored as the 2014 Gender Diversity Private Practice Lawyer of the Year by *ChambersUSA* for her outstanding contributions to furthering the advancement of women in law. A full list of Andie's accreditations and honors can be found at www.AndieandAl.com.

Al Harris

Al was a founding partner of the Chicago law firm of Ungaretti & Harris, which having grown from five lawyers to 125 lawyers merged into a much larger national law firm. At Ungaretti & Harris, Al served for many years as 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.

Over the course of his career, Al has grown increasingly concerned about the barriers and biases women face in gendered workplaces, characterized by masculine norms, values, and expectations. Al's extensive research, astute observations, and pragmatic voice have made him a nationally recognized advocate for women's career advancement.

Al focuses on the communication skills women need to advance in their chosen fields, despite the prevalence of negative gender stereotypes. A frequent lecturer and keynote speaker, Al speaks to women about what male colleagues expect from future leaders, offering creative ideas and useful techniques for women to be seen as talented leaders. Al also speaks to organizations about the negative effect that gender bias has on their organizations, providing practical steps to eliminate gender bias.

Al is co-author with his wife, Andie Kramer, of the book *Breaking Through Bias: Communication Techniques for Women to Succeed at Work*, which was named one of the best business books of 2016 by Women@Work and "a well-organized, well-thought-out call to action: by *Publishers Weekly*. Their second book, *It's Not You, It's the Workplace: Women's Conflict at Work at the Bias that Built It* is due out August 2019. He is the coauthor over 150 articles and blog posts on promoting diversity and overcoming stereotypes and biases. Al's full list of accreditations and accolades can be found at www.AndieandAl.com.