



Barbara Annis  
& Associates, Inc.



# Colloquium on Global Diversity Creating a Level Playing Field for Women

## *Moving Beyond Unconscious Bias*

February 21, 2014

## About Barbara Annis & Associates

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- Barbara Annis & Associates are world-renowned experts on Gender Intelligence® and inclusive leadership, advocating the value and practice of Gender Intelligence in *Fortune* 500 companies and numerous organizations across the globe.
- Barbara Annis' insights and achievements have pioneered a transformational shift in cultural attitudes on the importance of gender unity to personal and organizational success.
- Over the past 27 years, Barbara Annis and her associates have facilitated over 8,000 corporate workshops globally and have introduced breakthrough research on the practice of gender diversity and inclusive leadership.

***“Work with Me: The 8 Blind Spots between Men and Women in Business”***  
(May 2013)

***“Gender Intelligence: Breakthrough Strategies for Increasing Diversity and Improving Your Bottom Line”***  
(May 2014)



# Moving Beyond Unconscious Bias

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Fundamental beliefs in our efforts to move toward gender equality:

1. Balanced gender representation should be achieved in business, government, and education.
2. Treating everyone equally, treating everyone the same.

What if the solution isn't **surpressing** or **ignoring** the differences between men and women, but instead learning how to recognize, value, and leverage those differences?



# Moving Beyond Unconscious Bias

## Recognizing Our Blind Spots



When driving a car, our side and rear view mirrors don't often reveal everything we need to see

Quite similar are the cultural obstructions preventing men and women from seeing and understanding each other with greater clarity

**Gender Blind Spots** are the incorrect assumptions held by both men and women that cause miscommunications and misunderstandings



# Moving Beyond Unconscious Bias

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## Our Biggest Gender Blind Spots

### **The belief that equality means sameness**

- That men and women should think and act the same
- That meritocracies are therefore fair and equitable

### **The male-designed organization**

- Rewards speed in decision-making, individual performance
- Aligns well with the way men think and behave

### **Fixing women to think and act like men**

- Training programs designed to help women “fit in.”
- Guided by sameness thinking and the male model of success

### **Assuming the behaviors of men are intentional**

- Men assume women engage in work the same way men do
- Men are often unaware how their behavior can be dismissive or exclusionary

Source: Gender Studies, Barbara Annis & Associates, 2005 - 2010



# Moving Beyond Unconscious Bias

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## Gender Blind Spots in Sourcing

- Research shows that women job seekers were more interested in male-dominated jobs when advertisements were unbiased.
- Highly-masculine wording used in the job posting reduces women's appeal because it signals that women may not fit or belong.
- In this way, qualified female applicants are opting out of jobs that they could have otherwise performed well in.

Source: "Evidence That Gendered Wording in Job Advertisements Exists and Sustains Gender Inequality," American Psychological Association, 2012



# Moving Beyond Unconscious Bias

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## Gender Blind Spots in Sourcing

### Company Description

We are a *dominant* engineering firm that *boasts* many *leading* clients. We are *determined* to *stand apart* from the *competition*.

### Company Description

We are a *community* of engineers who have effective *relationships* with many *satisfied* clients. We are *committed* to *understanding* the engineer sector *intimately*.

Same phenomenon in Qualifications and Job Requirements



# Moving Beyond Unconscious Bias

## Gender Blind Spots in Interviewing

Men and women show different tendencies in the interview process

### Men's Tendencies

### Women's Tendencies

Avoid preparing to reduce anxiety  
Transactional  
Communicate to exchange information  
Use "I" statements  
Quick to speak their position  
Hard-charging, risk-taking  
Cite heroism in their actions/results

Prepare to reduce anxiety  
Relational  
Communicate to connect and maintain  
Use "We" statements  
Ask more questions  
Paced, cautious, planning  
Cite collaboration in their actions/results

Source: Gender Studies, Barbara Annis & Associates, 2005 - 2010





# Moving Beyond Unconscious Bias

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## Organizations create meritocracies based on sameness

	<b>Men's Model</b>	<b>Women's Model</b>
<b>Prioritizes</b>	Deals with ideas and issues sequentially	Juggles many ideas and issues simultaneously
<b>Solve problems</b>	Converges on the issue to zero in on a solution	Diverges from the issue to explore many solutions
<b>Make decisions</b>	Isolates issues for quick decisions	Visits the entire context of an issue first
<b>Work in teams</b>	Values, focuses on, and works toward the results	Values and works for the journey as well as the results
<b>Lead others</b>	Transactional, hierarchical, competitive	Interactive, participative, collaborative



# Moving Beyond Unconscious Bias

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## What is Gender Intelligence?

*It is* a transformational shift from viewing men and women as equal in number to equal in value.

*It is* recognizing that there are unique and intentional characteristics in men and women that underlie any cultural differences.

*It is* an appreciation for *difference-thinking*, a natural orientation in men and women when communicating, problem solving, decision-making, and leading.

*It is not* about tolerating the other gender, modifying one's behavior, or learning new behaviors that are not authentic.



# SAP – Women and Men Leading Together

## *Seeing the Whole Picture*

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### ***Background:***

- Set corporate goal of 25% women in management by 2017
- Goal: Instill the importance of gender diversity, while improving how we work best together by improving our understanding of the opposite gender - enabling them to see the whole picture
- *Women & Men Leading Together* is the foundational training that establishes our inclusive gender diversity approach
- Board mandate that all 600+ senior executives take this training by June 2014

### ***Achievements through Gender Intelligence®***

- *Caused SAP to re-think every touch point of the employee lifecycle including how we attract, retain, and develop women*
- *Revised job posting to be attractive to both male and female*
- *Integrated Gender Intelligence into Performance Review training for all managers*

*And we're just getting started....*





**Barbara Annis**  
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# Thank You

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