



# Engaging All Allies: Moving From Awareness to Accountability and Advocacy

Jeffery Tobias Halter  
President YWomen

# Three Business Challenges

- 1) The Future of Work
- 2) Barriers Still Exist
- 3) Actions for Advocates

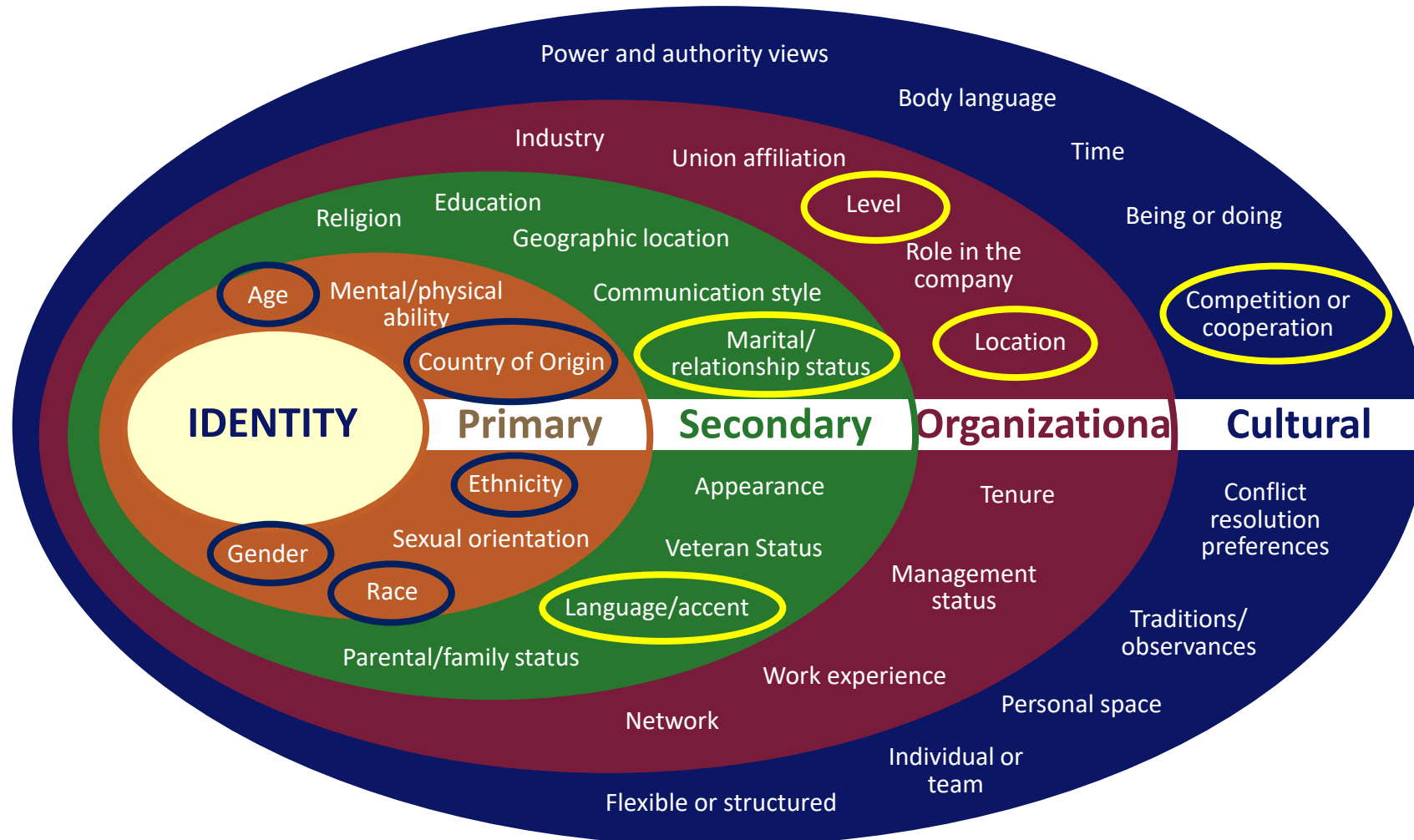
# Setting Context

# **allyship** [al-ahy-ship], noun

The status or role of a person who advocates and actively works for the inclusion of a marginalized or under-represented group; not as a member of that group but in solidarity to it's struggle and point of view.

- Allyship does not come with any special rewards
- Allyship often takes place when the marginalized or under-represented group are not present
- Allyship is a verb, requiring visible and vocal action
- Allies utilize their privilege and take actions to drive change
- Allyship is intersectional

# Intersectionality - All Dimensions of Diversity are Important and Interconnected



# The Leadership Imperative

Move the entire organization to a deeply internalized approach regarding differences, executed with a sense of urgency, to create competitive advantage



# Control What You Can Control

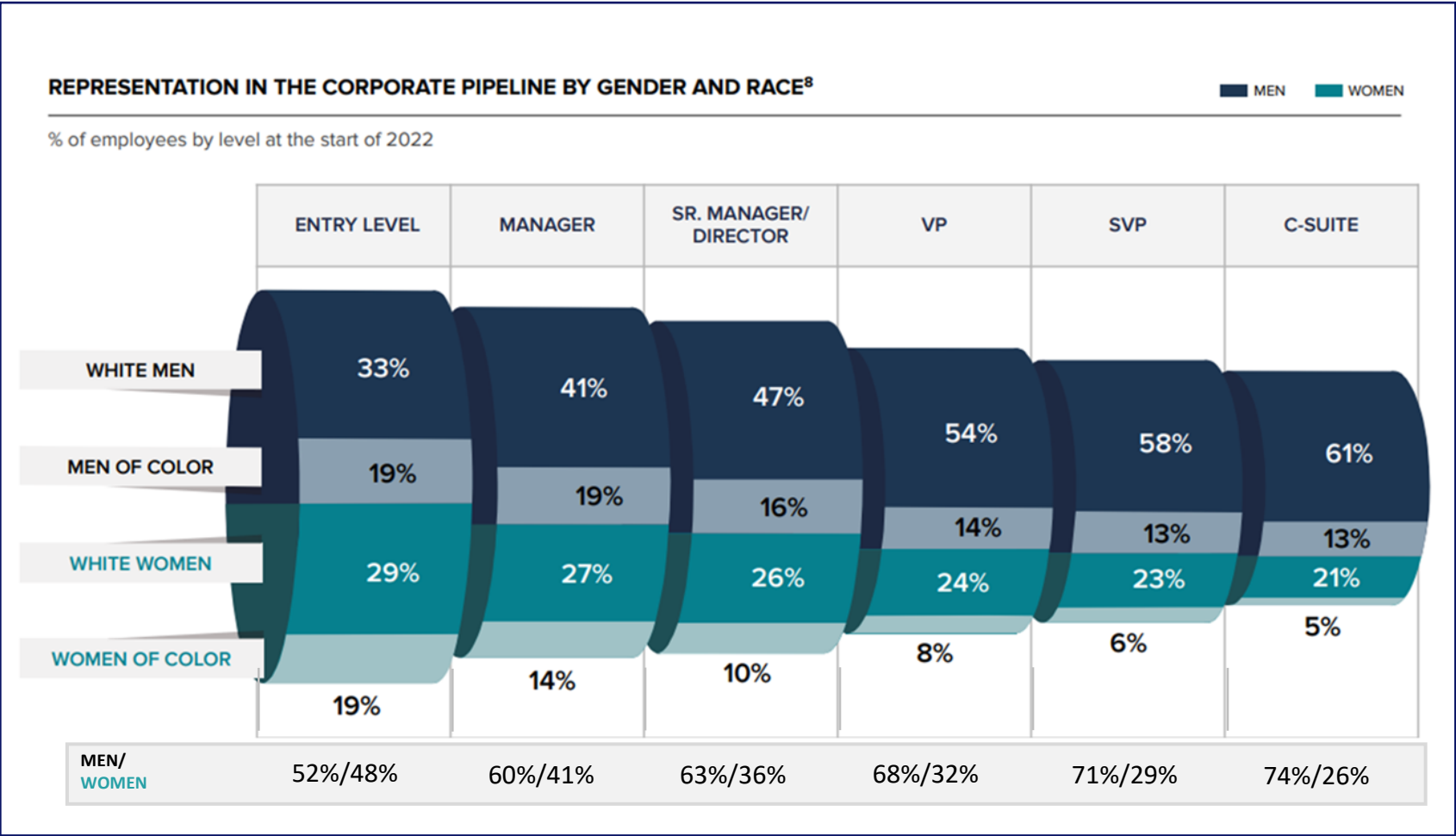
Your role  
is to influence  
Advocacy  
within your span  
of control



# The Future of Work



# The Global Pipeline Today



# The Pipeline

- The Broken Rung - Women are left behind from the beginning
  - First-level promotion, for every **100 men** **only 72 Women**
- Though just as ambitious as men, they face numerous barriers that make it harder to advance
- Seeing little to no movement of women into Sr. Leadership
- **Lots of talk, very little action**



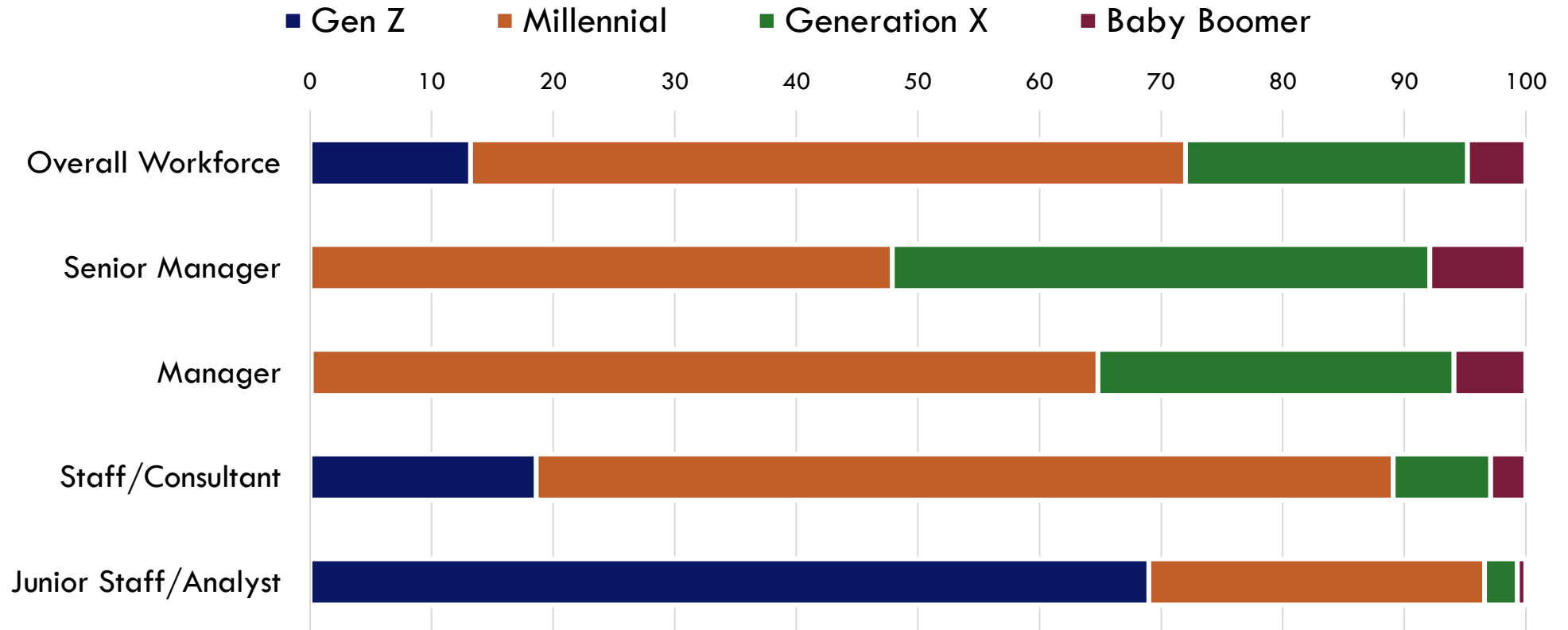
# When Tops Where!

- More women globally women left their jobs in 2022 due to inflexible hours rather than inflexible location policies.
- **Less than 25%** of women surveyed said they currently have a high degree of flexibility over when and where they work.
- **97%** of women believe asking for flexible hours could hurt their promotion opportunities
- **95%** feel that even if they do get flexibility, their workload won't be adjusted fairly



# The New War for Talent

US workforce representation by generation (%)



- Millennials represent 65% of Managers
- Millennials and Gen Z represent 87% of less tenured levels

# Barriers Still Exist

# Barriers Holding Women Back

## Women face everyday discrimination

- My expertise/judgement is questioned
- Being addressed in a less than professional manner
- Demeaning remarks about you or people like you
- Women are rarely asked to represent their company at industry events



# Barriers Holding Women Back

Microaggressions are  
a reality - 64%

- Interrupting a woman, talking over her
- Taking more questions from men than women
- Mistaken for someone at lower level
- Expecting women to do the “office work”



# Barriers Holding Women Back

## Women are often the “only” one

- Still common
  - **20%** Women
  - **45%** under-represented Women
  - **37%** under-represented Men
- Experience a higher percentage of microaggressions
- Forced to “cover” at a greater level than the majority





# Allyship Commitment is Non-Existent

**61%** of men and **65%** of women say they are allies for people of color at work

Ally Action	Men	Women
Actively listen to personal stories about bias and mistreatment	32%	52%
Publicly acknowledge and give credit for work and ideas	34%	45%
Actively confront discrimination when I see it	32%	35%
Take a public stand to support racial equality	26%	32%
Mentor or sponsor one or more women of color	8%	12%

# Action For Advocates

# Barriers and Solutions to Advocacy

## Barrier

Lack of Empathy

Apathy

Lack of  
Accountability

Fear

# Barriers and Solutions to Advocacy

Barrier	Solution	Action
Lack of Empathy	Listen	Have a conversation
Apathy	Learn	Engage in the data
Lack of Accountability	Lead	Control what you can control
Fear	Have the Will	Personal connection

# Actions for Advocates

- Reach Out and Seek to Understand
- Mentor and Sponsor
- Engage with the Research
- Create a Business Case
- Encourage Qualified Applicants to Apply
- Demonstrate Inclusive Leadership
- Actively Confront Discrimination
- Understand and Talk About Privilege
- Engage Men
- Be an Advocate


Download at [www.ywomen.biz](http://www.ywomen.biz)


## Actions for Advocates


A program from YWomen Corporate Gender Consulting


I will **LISTEN, LEARN, LEAD** and **have the WILL** to advocate for the recruitment, advancement, retention and equitable treatment of all women and other underrepresented groups in the workplace, utilizing a lens of intersectionality; realizing that everyone's experiences are unique.

I pledge to do one or more of the following...

**LISTEN**  
**Reach Out and Seek to Understand** — I will actively seek out and listen to personal stories about their experiences in our company. I will be sensitive and genuine in my approach and, I will resist the urge to compare their experiences with my own experiences at the company.


**LEARN**  
**Mentor and Sponsor** — I will seek out both formal and informal opportunities to serve as a mentor for all underrepresented individuals, realizing I will learn as much from them as they will from me. If applicable, I will sponsor them for roles with greater responsibilities.  
**Engage With the Research** — I will seek out and examine the research regarding the experiences marginalized and underrepresented groups are having in the workplace. I will find and share current research with my team once a month during the coming year.

**LEAD**  
**Create a Departmental Business Case** — I will create a departmental business case for diversity, equity and inclusion for my department or area of responsibility highlighting revenue, talent, or engagement. I will discuss it with my team once a month during the coming year.  
**Encourage Qualified Applicants to Apply** — I will urge qualified individuals to apply for open positions and champion them with the hiring manager. If I cannot find a qualified candidate from an underrepresented group, I commit to developing a woman for the next opening.  
**Demonstrate Inclusive Leadership** — I will be mindful of the impact words and actions can have on other people. I will act visibly and vocally to correct microaggressions or other actions that serve to exclude or diminish individuals from conversations and work activities. I will create teams with diverse members to reduce and eliminate the "Only" experience.

**THE WILL**  
**Actively Confront Discrimination When I See It** — I will work to create and embrace a fully inclusive work environment where everyone can bring their whole self to work. I will support and embrace a policy of zero tolerance for sexism, racism, and all forms of discrimination.  
**Understand and Talk with Others About Privilege** — I will acknowledge my privilege exists as part of a group I belong to due to my gender, race, socio-economic or other factors. I will choose to read and learn more about the privileges that I have and talk to others about privilege.  
**Engage Men** — I will actively engage others, specifically men, in taking actions for advocates. I will invite men into the conversation and work to be a constructive part of the solution to secure their interest, engagement and commitment.  
**Be an Advocate** — I will demonstrate my commitment visibly and vocally to support equality for all underrepresented or marginalized groups by committing to the advocate activities outlined above.

SIGNATURE \_\_\_\_\_

DATE \_\_\_\_\_

 YWomen  
CORPORATE GENDER CONSULTING

© 2015 - 2021 YWomen Corporate Gender Consulting | Jeffery Tobias Haber | [www.ywomen.biz](http://www.ywomen.biz) | [jeff@ywomen.biz](mailto:jeff@ywomen.biz)

# Holding Leaders Accountable



### Gender Equity Accountability Guide

**Leaders and Managers**

By emphasizing gender equity, we create a workplace that not only recognizes but actively promotes the advancement and empowerment of women. This guide offers practical steps to foster accountability and nurture a culture that values gender equity. It aims to remove barriers to women's career advancement, ensuring their unique perspectives are embraced. Through equitable practices and gender bias education, we can build a more inclusive environment that benefits everyone.

**How can I be accountable and foster gender equity and balance**

<p><b>1 Promote Gender Learning Module</b></p> <p>Motivate your team to complete "Understanding Gender Diversity: Beyond the Binary" learning module, available <a href="#">here</a>. Additionally, pay further attention to all the DEI courses available in our Resource Center under <a href="#">the link</a>. Schedule time during work hours for these activities.</p>	<p><b>2 Support Career Development for All Genders</b></p> <p>Ensure your female reports have equal access to Individual Development Plans (IDPs) and the necessary resources to achieve their career objectives.</p>
<p><b>3 Back Women@Syngenta Employee Resource Groups (ERGs)</b></p> <p>Provide financial and mentorship support to ERGs focused on gender balance and equity, particularly newly formed ones or those lacking sponsorship.</p>	<p><b>4 Gender-Balanced Recruitment Practices</b></p> <p>Collaborate with HR to implement recruitment strategies that ensure gender diversity and minimize bias in the candidate selection process.</p>
<p><b>5 Female Mentorship Programs</b></p> <p>Create mentorship opportunities that connect leaders with female employees to support their professional growth, or become a mentor in one of the existing programs.</p>	<p><b>6 Promote Work-Life Integration</b></p> <p>Encourage and model healthy work-life integration practices that can help all employees but may particularly support women in balancing their professional and personal commitments.</p>
<p><b>7 Diverse Gender Representation in Succession Planning</b></p> <p>Proactively identify and nurture talent from all genders for leadership positions to ensure a balanced pipeline.</p>	<p><b>8 Advocate for Gender-Diverse Leadership</b></p> <p>Actively pursue and support gender diversity in leadership roles and succession planning discussions.</p>
<p><b>9 Transparent Updates on Gender Equity Progress</b></p> <p>Share goals and advancements in gender equity with your team openly to demonstrate commitment and accountability.</p>	<p><b>10 Monthly Gender Equity Share</b></p> <p>Begin a team meeting each month with an update or insight related to gender equity to keep the conversation alive and prioritized.</p>

**#Inspireinclusion**

# Action Planning

Write down three takeaways from the presentation you can take when you get back to your company

- Personal
- Departmental
- Organizational



# Questions

Download a free copy of this presentation at:  
[www.ywomen.biz](http://www.ywomen.biz)