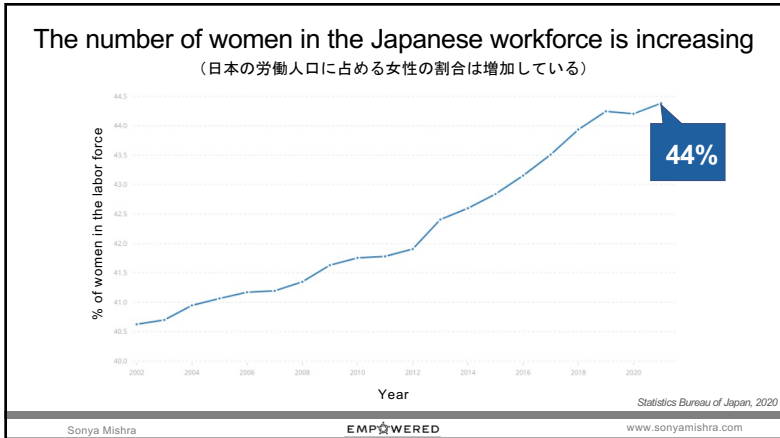


Encouraging Gender Diversity In The Workplace

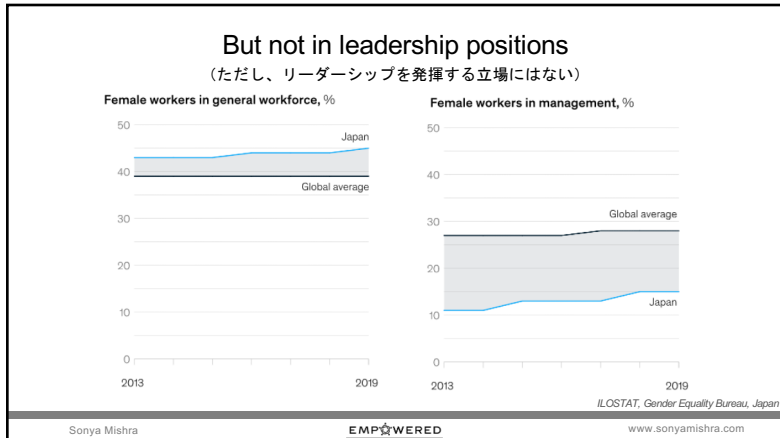
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Equity Researcher at Google
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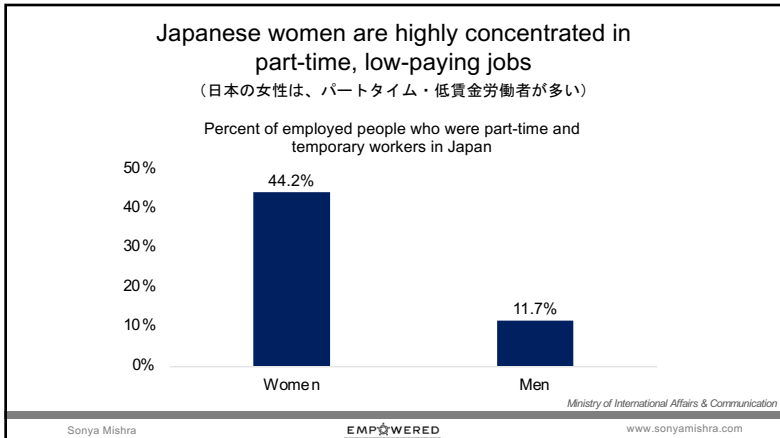
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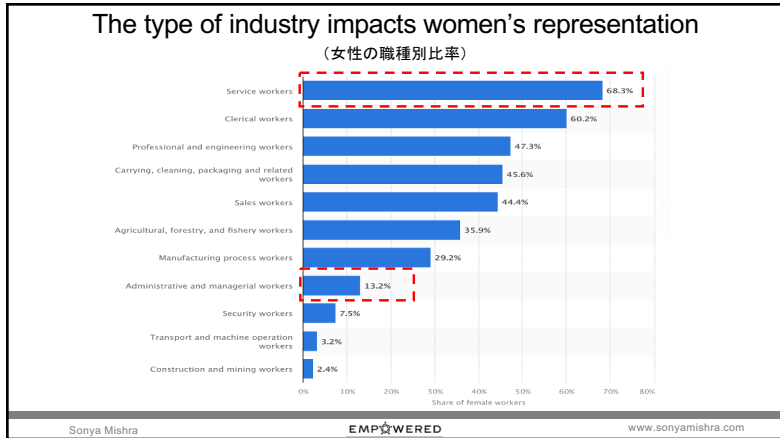
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4



5

Agenda

What are the benefits of gender diversity?

ジェンダー・ダイバーシティを促進するメリットは？

Recognizing common gender biases in the workplace

職場でよくあるジェンダー・バイアスを知る

How does gender diversity operate in hierarchical teams?

ジェンダー・ダイバーシティはヒエラルキー型のチームでどう機能するか？

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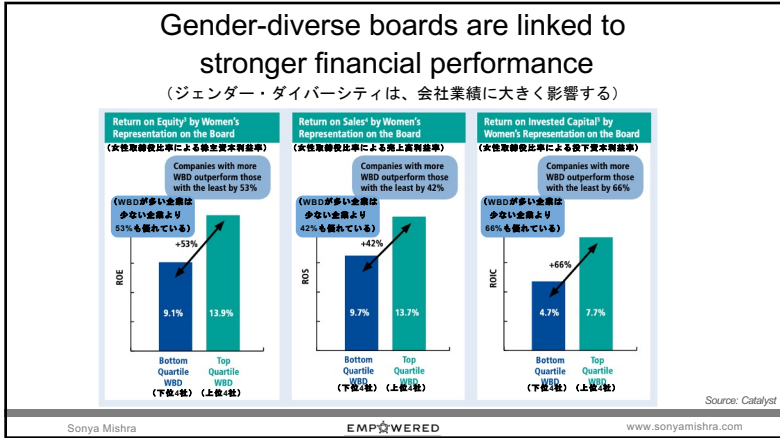
6

Why should we care about gender diversity?

(なぜ、ジェンダー・ダイバーシティをケアするべきなのか?)

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7



10

Experimental evidence of gender diversity enhancing team performance
(ジェンダー・ダイバーシティは、チームパフォーマンスを向上させる)

Hoogendoorn, Oosterbeek, van Praag, 2013

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11

Why is diversity associated with positive team outcomes?
(なぜ、多様性がチームの成果につながるのか?)

Hint: It's not just about the diversity of perspectives
(ヒント: 視点の多様性だけではありません)

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12



13

Working on a diverse team changes *how you work.*
(多様なチームで働くと、働き方が変わる)

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14

Diversity encourages anticipation of differences

(多様性は、情報の先取りを促す)

McGrath et al., 1995; Phillips et al., 2006; Phillips & Loyd, 2006; Phillips et al., 2011

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15

Why is women's representation in management so low?

(なぜ、女性の管理職比率は低いのか?)

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16

Companies hiring for "cultural fit" actually engage in "cultural matching"

(「カルチャーフィット」で採用する企業は、「似たもの探し」をしている)

Concerns about "cultural fit" often outweigh concerns about productivity.
(生産性よりも、文化を共有することへの懸念が大きい)

Employers seek candidates who are culturally similar to themselves in terms of experiences, hobbies, and self-presentation.
(雇用者は、経歴、趣味、自己PRなど、自分と文化的に近い候補者を求める)

Hire for "culture add" instead
(代わりに「カルチャーアド」で採用する)

Rivera, 2012

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17

Why do interviewers tend to hire people similar to them?

(なぜ、面接官は自分と似た人を採用してしまうのか?)

Homophily
(同類性)

Tendency to gravitate towards similar others
(似たような人に引き寄せられる傾向がある)

Ingroup Favoritism
(集団への好意)

Focus on positive aspects of ingroup members and negative aspects of outgroup members
(集団内のポジティブな面と、集団外のネガティブな面に注目する)

Both are indirect forms of discrimination that limit our ability to capitalize on diversity.
(どちらも間接的な差別であり、多様性を活かす能力を制限してしまう)

Tajfel & Turner, 1985

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18

**Since men outnumber women
in leadership positions...**
 (リーダーシップを発揮する立場には、女性より男性の方が多いので...)

...male leaders often end up hiring other men.
 (...男性リーダーが、他の男性を採用することが多い)

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19

**Despite the tendency to hire “similar others,”
women are still getting hired**
 (“似たような人”を採用する傾向があっても、女性は採用されている)

Year	% of women in the labor force
2002	40.5
2004	40.8
2006	41.2
2008	41.5
2010	41.8
2012	42.2
2014	43.0
2016	43.8
2018	44.2
2020	44.0

Sonya Mishra EMP☆WERED www.sonyamishra.com Statistics Bureau of Japan, 2020

20

**But women are driven away from their jobs, becoming
part of the “leaky pipeline”**
 (しかし、女性は仕事から追いやられ、能力を発揮できていない)

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21

Many work cultures are *built* for men, pushing out women
 (多くの職場文化は男性のために作られ、女性を排除している)

Ideal Worker Norm: employees must work long hours, be always available, and singularly dedicated to their jobs to be “ideal”
 (理想的な労働者規範：従業員は長時間働き、いつでも対応でき、自分の仕事に専念しなければならない)

Assumes that every employee has a “housewife” to do all domestic work
 (すべての従業員に、すべての家事労働を行う「主婦」がいると仮定している)

Davies & Frink, 2014

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22

Recognizing common gender biases in the workplace

(職場でよくあるジェンダー・バイアスを知る)

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24

Why do we have biased behavior?

(なぜ、偏った行動をとってしまうのか?)

Answer: Stereotypes
(回答: ステレオタイプ)

Stereotypes:	Biases:
Pre-conceived conclusions about an individual or group of individuals that can be good or bad. (個人または個人のグループへの先入観に基づいた結論 ※良い時も悪い時もある)	Preferences based on pre-conceived conclusions about people. (人への先入観に基づいた結論による嗜好)

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25

How society expects men to behave
(社会が男性に期待する行動)

How society expects women to behave
(社会が女性に期待する行動)

<p>Ambitious (野心的)</p> <p>Self-reliant (自立)</p> <p>Emotional (感情的)</p> <p>Moody (気難しい)</p>	<p>Assertive (積極)</p> <p>Decisive (決断力)</p> <p>Gullible (騙されやすい)</p> <p>Weak (弱い)</p>	<p>Warm (温かい)</p> <p>Friendly (親しみやすい)</p> <p>Rebellious (反抗)</p> <p>Self-righteous (独善)</p>	<p>Helpful (有用)</p> <p>Cheerful (明るい)</p> <p>Cooperative (協力的)</p> <p>Controlling (支配)</p> <p>Cynical (ひがみっばい)</p>	<p>Arrogant (高慢)</p>
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26

Think Manager- Think Male

(マネージャー像=男性像)

Sample: 300 managers + 600 management students
(サンプル: マネージャー300名 + 経営学部の学生600名)

Dominant (支配)

Assertive (積極)

Emotionally stable (情緒が安定している)

Competent (有能)

Warm (温かい)

Friendly (親しみやすい)

Kind (優しい)

Nurturing (育てる)


Schein, 1973 & 1993; Rosette, Leonardelli, & Phillips, 2008

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27

Performance Bias (パフォーマンスへのバイアス)

*Our tendency to underestimate women's performance and overestimate men's performance
(私たちは女性のパフォーマンスを過小評価し、男性のパフォーマンスを過大評価する傾向がある)*



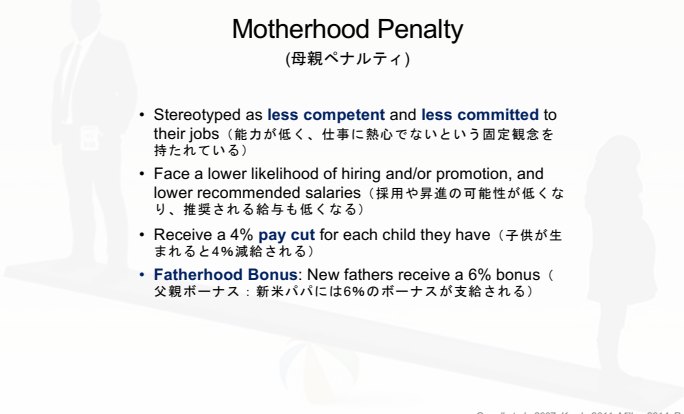
- Stereotyped as less competent than men (男性よりも能力が劣るという固定観念)
- Have to "prove themselves" ("自分自身を証明"しなければならない)
 - Hired based on past accomplishments, while men are hired based on future potential (男性が将来の可能性に基づいて採用されるのに対し、女性は過去の実績に基づいて採用される)
 - Must accomplish more to show they are equally as competent as men (男性と同等の能力があることを示すために、より多くのことを成し遂げなければならない)
 - Held to higher performance standards than men (男性よりも高い業績基準を要求される)

Eagly, 1997; Fiske et al., 2002; Player et al., 2019

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28

Motherhood Penalty (母親ペナルティ)



- Stereotyped as **less competent** and **less committed** to their jobs (能力が低く、仕事に熱心でないという固定観念を持たれている)
- Face a lower likelihood of hiring and/or promotion, and lower recommended salaries (採用や昇進の可能性が低くなり、推奨される給与も低くなる)
- Receive a 4% **pay cut** for each child they have (子供が生まれると4%減給される)
- **Fatherhood Bonus**: New fathers receive a 6% bonus (父親ボーナス: 新米パパには6%のボーナスが支給される)

Cornell et al., 2007; Kneek, 2011; Miller, 2014; Patrick, 2018

30

When people don't fit their stereotypes, our brains have to work harder because we can't neatly categorize them.
(固定観念が当てはまらないときは、きれいに分類できないので、もっと脳を働かせなければならない)


Stereotypes are socially reinforced.
(固定観念は社会的に強化されている)

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31

A case study on a Silicon Valley venture capitalist (シリコンバレー・ベンチャーキャピタリストの事例)

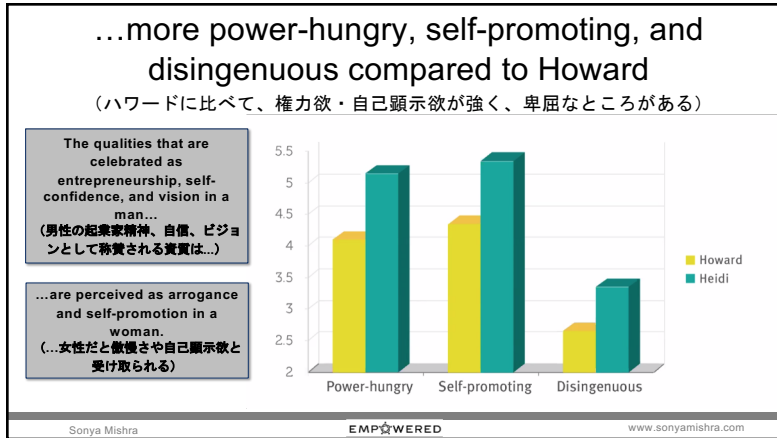
- Heidi Roizen is a venture capitalist and former entrepreneur (ハイディ・ロイゼンは、ベンチャーキャピタリストであり、元起業家である)
- She cofounded a tech company, became an executive at Apple (技術系企業の共同設立者、アップル社の重役を歴任)
- She was on the board of several companies (複数の企業の役員を歴任)
- She is a friend of Bill Gates & Steve Jobs and maintains one of the most extensive networks on Silicon Valley (ビル・ゲイツやスティーブ・ジョブズと親交があり、シリコンバレーで最も広範なネットワークを持つ)
- The people who read Heidi's case study evaluated her as... (ハイディの事例を読んだ人はこう評価する...)



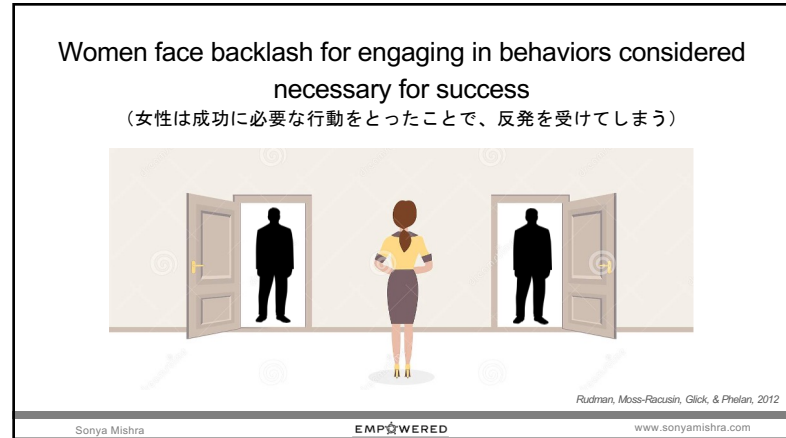
Equally as competent and effective as Howard but...
(ハワードと同じように有能で効果的だが...)

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32



33



34

What does backlash look like?

(反発とはどんなものか?)

"She's bossy."
「威張ってる」

"She's not very likable."
「好感が持てない」

"I don't like her personality."
「性格が悪い」

"She's too aggressive."
「攻撃的すぎる」

Comments on appearance
(外見に関するコメント)

"Other's won't want to work with her."
「他の人は彼女と一緒に仕事をしたがる」

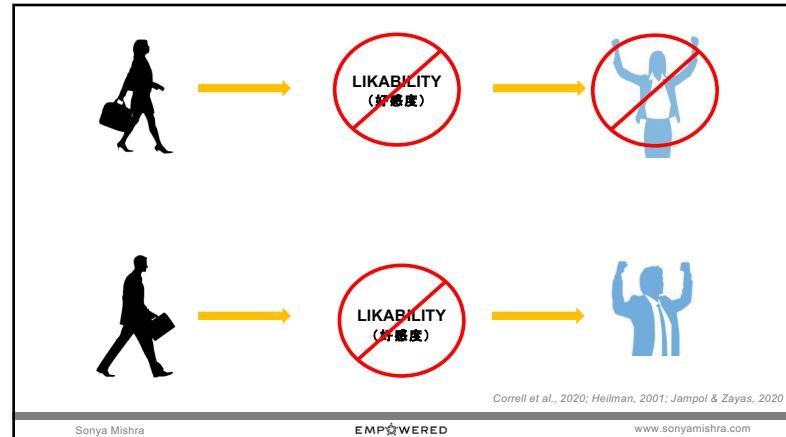
"She comes on too strong."
「強く出すがる」

"She can be hostile."
「敵になりうる」

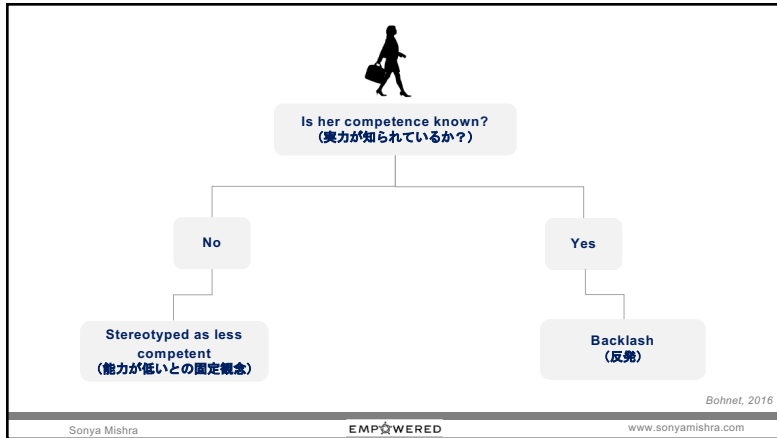
Rudman, Moss-Racusin, Glick, & Phelan, 2012

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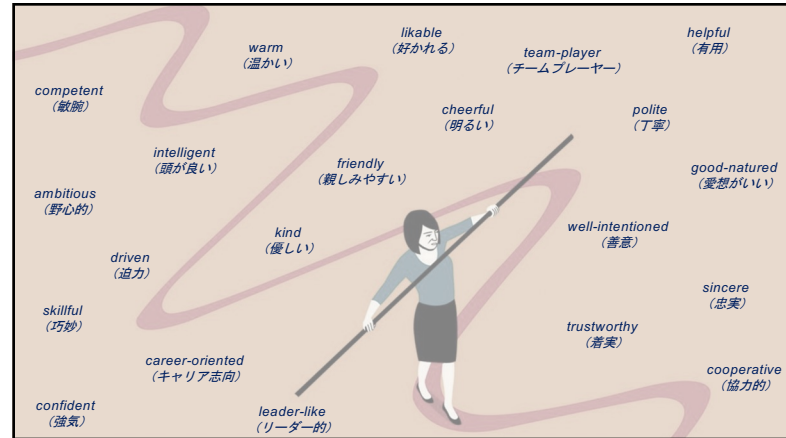
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36



37



38

In performance evaluations... (業績評価では...)

Women receive more personality-related feedback (女性は性格へのフィードバックが多い)

- Vague, less direct feedback unrelated to business outcomes (ビジネスの成果とは関係ない、曖昧で間接的なフィードバック)
- Not given clear information on task-relevant shortcomings (タスクに関連する欠点について明確な情報を与えられていない)
- Receive lower scores when evaluated on "future potential" (将来性では評価が低くなる)

Men receive more task-related feedback (男性は業務へのフィードバックが多い)

- Developmental feedback on technical skills (技術的なスキルについて開発的にフィードバック)
- Given clearer feedback on how to address task-relevant shortcomings (タスクに関連する欠点に対処する方法について、より明確なフィードバックが得られた)
- Rated as having similar present performance to women, but more potential (現在の業績は女性と同等だが、潜在的な能力は高いという評価)

Correll et al., 2020; Jampol & Zayas, 2020

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39

Task Segregation (業務分担)

Women are more likely than men to be assigned administrative work (女性は男性に比べて、事務的な仕事を任される傾向がある)

Office "Housework" (オフィスの"内勤")

Generally **non-promotable tasks**. Taking notes, finding times to meet, keeping track of deadlines, serving on committees (一般的に昇進しない仕事。メモを取る、会う時間を決める、締め切りを管理する、委員会に参加する)

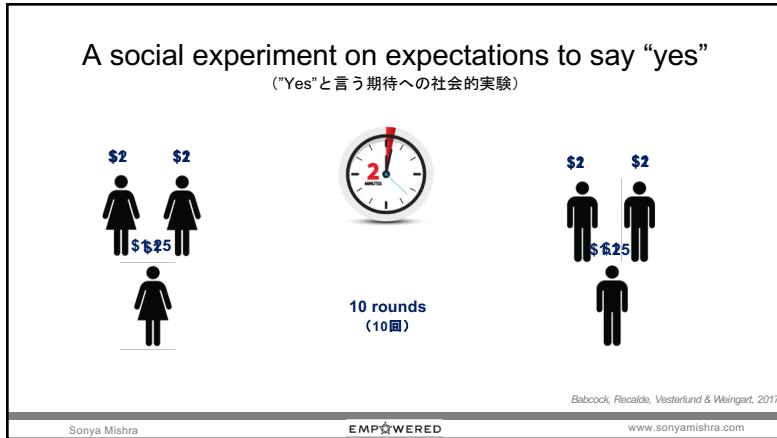
Office "Glamour work" (オフィスの"魅力的な仕事")

Assignments that **set you up for promotion** and increase your visibility in the org. Projects for major clients, representing your company at an industry conference (昇進や組織内での知名度を上げるための任務。大手顧客向けプロジェクト、業界会議での会社代表など)

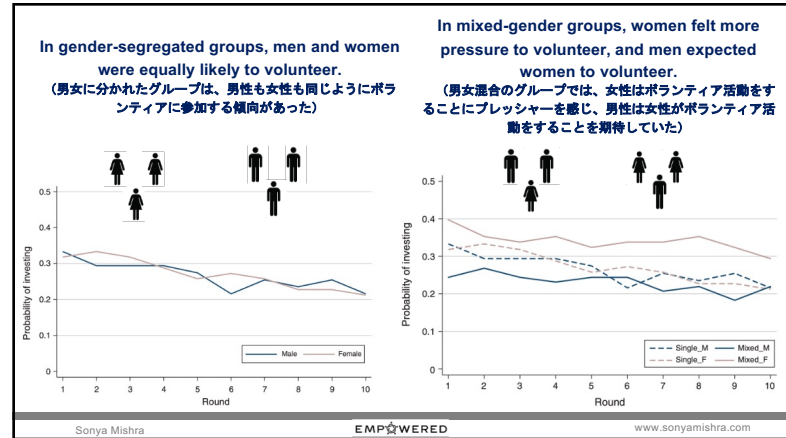
Williams & Muthaup, 2018

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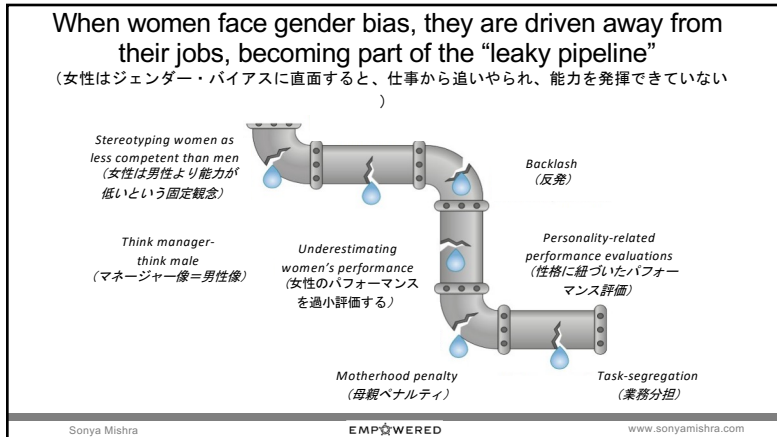
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41



42



43

How does diversity operate within hierarchies?


(ヒエラルキーの中でダイバーシティはどのように作用するのか?)

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The type of task affects the usefulness of hierarchies

(仕事のタイプが階層の有用性に影響する)



Create efficiency for routine tasks (ルーティンワークの効率化)

- Clearly define roles, facilitating coordination (役割分担を明確にし、連携を取りやすくする)
- Help with integration of information (情報の統合をたすける)
- Creates patterns of deference that reduce conflict (対立を減らす敬意のパターンを作る)



... but not for non-routine/ complex tasks (...ただし、非定型/複雑なタスクは対象外)

- Limits low ranking individuals from voicing opinions and concerns (低い地位の者が意見や懸念を示すことを制限する)
- Reduces feelings of psychological safety (心理的安全性を低下させる)
- Impairs group communication (グループコミュニケーションに支障をきたす)

Consider the type of task next time you catch yourself deferring to hierarchical teams (ヒエラルキー型のチームでは、自分の仕事のタイプをよく考えてみましょう)

Anderson & Brown, 2010

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45

What happens when you consider hierarchy + diversity?

(ヒエラルキー+ダイバーシティを考えるとどうなるか?)

 braveen kumar @braveenk

Companies: "We're committed to diversity."
(会社: ダイバーシティにこだわります)

The diversity:
(ダイバーシティ:)



4:16 PM · Feb 19, 2021 · Twitter Web App

71.1K Retweets 2,238 Quote Tweets 510.5K Likes

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46

Corporate hierarchies become less diverse in higher ranks

(企業のヒエラルキーは、高位になるほど多様性を失っていく)

(企業パイプラインにおける性別・人種代表者数)
REPRESENTATION IN THE CORPORATE PIPELINE BY GENDER AND RACE*

% of employees by level at the start of 2021 (2021年開始時点のレベル別従業員比率)

	ENTRY LEVEL (エントリーレベル)	MANAGER (マネージャー)	SR. MANAGER/ DIRECTOR (SRマネージャー ディレクター)	VP (VIP)	SVP (役員)	C-SUITE (経営幹部)
WHITE MEN (白人男性)	35%	42%	50%	56%	61%	62%
MEN OF COLOR (有色人種の男性)	17%	17%	15%	13%	12%	10%
WHITE WOMEN (白人女性)	30%	28%	27%	24%	22%	20%
WOMEN OF COLOR (有色人種の女性)	17%	12%	9%	7%	5%	4%
2021 TOTAL WOMEN (女性合計)	48%	41%	35%	30%	27%	24%


McKinsey & Lean In, 2021

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47

Diversity Fault Line (ダイバーシティの断層):

When multiple categories (e.g. race, age, gender, power) overlap to divide up a group.
(複数のカテゴリーがある場合 (人種、年齢、性別、権力など) 分断を重ねてしまう)



Overlapping categories:
(重複するカテゴリー)
Power (権力)
Gender (性別)



Overlapping categories: (重複するカテゴリー)
Power (権力)
Gender (性別)
Race (人種)

Lau & Murnighan, 1998; Du, Ma & Lin, 2020

More overlapping categories
(より多くの重複するカテゴリー)
=
Stronger fault line
(強い断層)

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48

Consequences of Strong Fault Lines

(強い断層がもたらすもの)

N= 504 MBA students, sorted into 80 groups
 (N= 504名のMBA学生、80グループに分類)

Strong Fault Lines (強い断層)

- ↑ Segregated communication (分離されたコミュニケーション)
- ↓ Reduced psychological safety (心理的安全性の低下)
- ↓ Reduced satisfaction (満足度の低下)
- ↓ Reduced performance (パフォーマンスの低下)

Weak Fault Lines (弱い断層)

Edmondson, 2018

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49

How do we capitalize on diversity in hierarchical teams?

(ヒエラルキー型のチームで、多様性をどう活かすか?)

Increase psychological safety.

(心理的安全性を高める)

Edmondson, 2018

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50

Norms that foster psychological safety

(心理的安全性を育む規範)

- Praise people for dissenting ideas** (異論を唱えた人を褒める)
- Send questions to meeting attendees in advance** (ミーティングプラットフォームに事前に質問を送る)
- Let people know you will call on them in advance** (事前に声をかけることを伝えておく)
- Avoid ending a meeting until everyone has shared their opinions & ideas** (全員が意見を話し終るまで会議を終わらせない)
- Ensure one person doesn't dominate conversation** (一人が会話を独占しないようにする)
- A norm of avoiding interruptions** (割り込みを避けるための規範)

Edmondson, 2018

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51

Moving Backwards on the Long Road to Gender Equality

(男女平等への長い道のりを逆走している)

Time needed to close the following global gender gaps based on current trends (in years)*
 (現在の傾向から以下の世界的な男女格差を解消するために必要な時間 (単位: 年))


Category	2020	2021
Overall gender gap (総合的な男女差)	100	136
Economic (経済的)	257	268
Political (政治的)	95	146
Educational (教育的)	12	14

* Calculated using figures for the 107 countries covered by the source report since its inception. (※レポート開始以来、107カ国を対象にした数値で算出)
 Source: World Economic Forum (出典: 世界経済フォーラム)

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52





How will you help create a more diverse and inclusive workplace?
(より多様で包括的な職場の実現にどう貢献しますか?)



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53

Keep the Conversation Going
(会話を続けていきましょう)

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54