Male Allyship in the Future of Work

Advancing Inclusive Leadership

Penn Law
UNIVERSITY of PENNSYLVANIA CAREY LAW SCHOOL

THOMSON REUTERS

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Case Studies from the University of Pennsylvania Law School

"Time present and time past
Are both perhaps present in time future,
And time future contained in time past."

T.S. Eliot, Four Quartets

In the early months of 2014, Nitin Nohria, the dean of Harvard Business School, showcased moral courage. Speaking to an audience of 600 alumni in San Francisco, he apologized to the women at Harvard Business School. He publicly acknowledged that they were "disrespected, left out, and unloved by the school." "I'm sorry on behalf of the business school," he said. "The school owed you better, and I promise it will be better." He was apologizing for offensive behavior toward female students and pledged to "work relentlessly to make the entire school more encouraging of women." Soon after, Nohria was hailed as an ally for his fearless apology and for announcing plans to change the way leadership was taught and the way the pipeline for leadership could be made more inclusive. Nohria's apology gave name to an unacknowledged crisis and placed the blame on those who needed to be held accountable.

According to data from Fortune, today, women hold 25.5 percent of board seats of Fortune 500 companies, up from 15.7 percent. Though considerable progress has been made, in 2019, women still made up just 6.6% of CEOs at Fortune 500 companies. Women of color make up an even smaller percentage of this group. Since Ursula Burns stepped down from her role at Xerox more than two years ago, only one black woman, Mary Winston, heads a Fortune 500 company.

In our class on Women, Law and Leadership in the Fall of 2019, we examined the changing landscape of women in leadership and the importance of powerful allies who could disrupt the status quo in favor of women. We also examined women's leadership as both a fairness issue and a business imperative.

In our interviews with over 55 women leaders, we heard how male sponsors had changed their careers and their lives. Fatima AlQuabesi spoke of how her mentor locked her in her office until she applied for a graduate program in law in the United States. Sandie Okoro, the General Counsel of the World Bank, told us that her mentor and then boss kept telling her that her current job was too small for her. Amy Weaver, General Counsel of Sales Force, told us, "look at men as allies, and harness that in them."

Evidence-based research notes the importance of seeking allies who go beyond interpersonal mentoring to create enduring structural change. Workplace gender initiatives focus primarily on

changing women — from the way they lean in, to the way they lead. Placing the onus on women to change masks systemic structural causes that disadvantage women.

Growing out of our research on women who lead, we partnered with Thomson Reuters to conduct research on the future of allyship through interviews with a diverse and global group of male leaders. These are men who will lead on the global stage and will define and shape new norms in the workplace. We also wanted to find out how they responded to the changing demographics in the workplace, how would they react to women leaders and bosses and work-family policies that engage women and men on an equal basis. Most of all, we wanted to deconstruct given assumptions about men and allyship and examine what allyship looked like to men from diverse backgrounds, races, ethnicities, and other differences.

A recent Harvard Business Review paper shows that when men are deliberately engaged in gender inclusion programs, 96 percent of organizations see progress — compared to only 30 percent of organizations where men are not included.

The concept of men as allies is not without criticism. My students are fiercely critical about the "pedestal" on which "feminist men" are placed. The women in my class question why most women leaders who came to our class or zoomed into it, greeted the class by congratulating the few good men in the class. My students remain unimpressed and underwhelmed when male leaders share trite aphorisms to showcase their feminist credentials. However well intentioned, when men are given special treatment for claiming to be feminists, thanking their mothers, wives and daughters to embellish their leadership records, it can seem ultimately meaningless and opportunistic.

In class, we watched the trailer of Honorable Helen Clark's failed bid to become the first woman Secretary General of the United Nations. All the men running for the highest and hardest office in the world claim to be feminists, seizing a mantle of leadership, while Helen Clark, the first woman president of New Zealand, stands a silent witness.

Some women are also understandably skeptical, or at best agnostic, about offering men hard-won space in their feminist conversations and conferences. These gatherings have been historically safe spaces for women to create new strategies to overcome barriers posed by male hierarchies. The achievements of male feminists can also seem modest in comparison to the grand rhetoric offered at award ceremonies for male champions of change. The Harvard Business School's creation of the role of man ambassadors did not go without criticism. Are we thanking men for acknowledging women?

At the same time, one of the reasons that women have not advanced in equal pay, parental leave, and equitable hiring and promotion is because women have lacked male allies in the workplace. Evidence reveals that gender-parity efforts are most effective when men believe they have a quiet and important role to play in leveling the playing field. Debra Meyerson of Stanford describes allies as "individuals who identify with and are committed to their organizations, and are also committed to a cause, community, or ideology that is fundamentally different from, and

possibly at odds with, the dominant culture of their organization[s]." These are men who stand up against gender stereotypes and gender bias, eliminate pay and promotion disparities, and advocate for policies. These allies are driven by a sense of virtue ethics. The motivation for this role is often tied to a belief in fairness and justice rather than some external reward or recognition.

Our survey dug deep into current and future workplace policies that can help level the playing field and balance the laws. Recent research reveals that men experience work-family conflict at similar rates as women. This rise in work-family conflict reported by men has grown alongside newly acknowledged parenting values that see the critical role of fathers in child nurturing. Despite the rise of a new consciousness on the role of men in caregiving, there is a gendered utilization of paid family leave, with more women than men utilizing family leave and flex time.

The MeToo movement has created new social norms and social change movements. In 2018, the New York Times reported that when MeToo brought down 201 powerful men, nearly half the replacements were women. On the other hand, the MeToo movement opened conversations among men and in workplaces on gender equality, bringing the issue of pay equity to the forefront. Companies have begun adopting salary transparency policies and maintaining wage gap data in an effort to even the playing field.

Still, women continue to face workplace inequality, being paid 80 cents on average for every dollar a man makes – a trend that's expected to endure through the 22nd and 23rd centuries.

The market does not adjust to gender inequality. Exactly a year ago, USA Today argued that based on today's wage gap, women earn $406,760 less than men over the course of a four-decade career; Latinas earn $1,135,440 less than men; black women earn $946,120 less over the course of a same length career.

Although we have moved from blaming women for their perceived shortcomings to pointing to the need for structural change, these structures are manmade, literally and figuratively. Thus, changing structures call for changing men's mindsets and the future of work depends on this.

When we started this work in January of 2020, the young leaders on the Penn Law research team looked toward a future of glaring inequality and were committed to balancing the scales. In the midst of this research, our world changed, but their equipoise, insights, and determination only grew stronger as their work on fairness, justice, and allyship became more urgent in a future of uncertainties.

Black swan events, such as pandemics, can radically alter the course of history and the future of work. The Black Death in the 1300s dismantled the feudal system in Europe and was the precursor to the modern employment contract. With Covid-19, we are already seeing signs of major disruption. Women have long been engaged in virtual work and now both men and women are being forced into remote work. Though gendered disparities may continue in different forms, men and women have to adapt to this new reality alike. Covid-19 has inexorably changed the workplace; allyship can help breakup hierarchical and gendered structures and build more sustainability and security in a post-Covid-19 world. In the words of Vas Narasimhan, who leads the consortium of life science companies across three continents committed to fighting COVID-19, there is now a deeper sense of "shared responsibility" to engage in solutions, that can bring together different genders and generations.

Rangita de Silva de Alwis, Associate Dean of International Affairs at the University of Pennsylvania Carey Law School leads the research on transformative leadership and allyship in collaboration with Penn Law students and Thomson Reuters.

This research on allyship is dedicated to David Wilkins, Lester Kissel Professor of Law at Harvard Law and one of the nation's preeminent scholars on the legal profession. His seminal research on diversity in the legal profession inspired this study.

This project is developed under the sponsorship of Dean Theodore Ruger, Dean of the University of Pennsylvania Carey Law School.

Male Allyship in the Future of Work

Student Research Team

Zahra Keshwani L'21, *Research Team Leader*

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These leaders in male allyship in the law have advised the project.

Mitch Zuklie, *CEO, Orrick*; Yale Law Women named Orrick a Top Ten Family Friendly Firm in 2019

Yale Law Women named Orrick a Top Ten Family Friendly Firm in 2019. Financial Times has chosen Orrick as the Most Innovative Law Firm in North America in 2016, 2017 and 2018. And Fortune has selected the firm among the 100 Best Companies to Work For three years in a row

David Hornik, *Principal, August Capital*; First "Giver" Featured in Adam Grant's "Givers and Takers"

August Capital is one of Silicon Valley's most prestigious venture firms and Hornik has been featured in the Forbes "Midas List" as Tech's Top Investors.

Steve Crown, *Deputy General Counsel, Human Rights, Microsoft*; The World Economic Forum's Global Futures Council on Human Rights and Technology and the first IT executive to address the UN Security Council

Vas Narasimhan, *CEO Novartis*;

Vas Narasimhan is the co-chair of a new partnership with the Gates Foundation and life sciences companies committed to accelerating the development, manufacture and delivery of vaccines, therapies, and treatments to treat COVID-19.

Mats Granryd, *Director General, GSMA*

GSMA represents the interests of over 750 mobile operators worldwide in the broader mobile ecosystem. Granryd is leading efforts to close the mobile gender gap and advance women and diversity in technology.

Tony West, *Senior Vice President, Chief Legal Officer, and Corporate Secretary, Uber*

From 2012- 2014, Tony was Associate Attorney General of the US, where he supervised many of the department's divisions, including the Civil Rights, and the Office of Violence against Women.

Craig Newmark, *Founder*, Craig's List

US charity Reclaim Childhood's Clayton Keir (now at Penn Law), center, poses with Syrian refugee girls and their parents during a squash training session in the Jordanian capital Amman, November 18, 2017.

The Next Generation of Leaders Shaping the Philosophy, Polices, and Principles on

Allyship Penn Law Policy Ideas Lab Research Project

BROADER VISION:

Our research on Diversity, Leadership and Allyship will focus on how traditional notions of leadership are undergoing radical change. Our research will achieve this mainly by tracing the philosophies and lived experiences of young male allies from different backgrounds who will join the legal and business profession. Through these capsule interviews with future male influencers of our time, we examine a new understanding of leadership that is defined by differences in gender, race, demographics, male allyship, and changes in the political economy, including changing social mores as a cause- and- effect consequence of new social movements.

The Goal:

The aim of this research project is to understand the philosophy, policies and principles that the next generation of allies would like to see and shape in the legal profession and in business. Our partnership with Thomson Reuters and their capacity to amplify our research will help to shape new policies, principals and programs in the world of work. Two major questions will animate our research: How can we drive global and domestic policies that alter the workplace? How can these policies based on allyship alter the shape of the human condition?

First, what is allyship?

Merriam Webster defines allyship as, "The state or condition of being an ally, the supportive association with another person or group."

Who is an ally?

An ally is someone who is a member of a different group but who holds positions of privilege and power, and who can advocate and take action to support less represented groups.

Why is allyship necessary?

The most dominant and powerful group in the workplace and the world are men. In order to solve the complex problems of the world, we require men to be allies. This means male leaders will need to use their power and influence to rally, sponsor, and become allies with and for women, people of color, LGBTQ groups, and other intersectional groups.

Allyship is profoundly important so that everyone is not only invited to the table at work but also heard and acknowledged.

Questionnaire

Introduction:

- ☐ How do you define allyship? Ally?
- ☐ Do you consider yourself to be an ally for women? How so?

Allyship in General:

- ☐ How do you speak up for women when they are overlooked?

- ☐ How do you help amplify women's voices, not competing with them for influence or for the sake of showcasing what an admirable feminist you are?
- ☐ How do you bolster and draw attention to women's voices, and the voices of women of color?
- ☐ How do you help them to gain as large of an audience as possible?

- ☐ What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?
- ☐ Do you notice exclusion every day? Do you notice who are not there? Are you proactive? Marc Benioff, ED of Salesforce noticed exclusion and corrected it.

A Nuanced understanding of allyship and Intersectionality:

To be an ally is to bring intersectionality to the forefront. Gender is only one axis of difference.

- ☐ How do you or will you open the doors to more participation from women and women of color?

- ☐ How do you make sure women, especially women of color literally take seats at the table, rather than standing on the sidelines?

- ☐ Data has shown that when women do speak out, they can be ignored, or have their ideas taken. As an ally, how will you address this?

- ☐ Do you attribute an idea to a woman who offered it, and you endorse worthy ideas and ensure the appropriate person is remembered for them?

- ☐ How have you put a women/ women on center stage? How would you do it?

- ☐ Ae there times when you have or will privilege some women over others?

- ☐ If no formal format exists, how do you (or will) offer peer to peer mentoring? Schedule phone appointments? find a coffee shop or office with other people around? How do you keep it professional?

THE ROLE OF ALLYSHIP IN DEBIASING THE WORKPLACE

The literature and practice on debiasing the workplace is shaped by **i**nsights from behavioral economics: focus on de-biasing systems and workplaces (e.g., how we evaluate performance, hire, promote, structure tests, form groups, committees etc.)

What are your ideas on the world of work/ law firm? Would you help set up or engage in the following? Would you challenge give assumptions about gender, race and sexual identity? ask these questions?

- ☐ How would you help the company start a program to attract a diverse talent pool?

- ☐ What are your ideas on hiring practices that are clear and transparent? blind résumé evaluation. evaluate résumés without names attached in order to reduce potential gender bias.

- ☐ How would you structure the design and layout of the workplace to advance diversity (portraits, art, architecture, iconography etc.).

- ☐ How would you create a policy on equal wages for equal work?
- ☐ How would you boost gender diversity within their own operations improving retention, and lowering the considerable cost of staff turnover?
- ☐ What rules and criteria will you create for promotions?
- ☐ **How will you eliminate gender bias eliminated in performance reviews?**
- ☐ What are the sexual harassment policies and interactive training you will put in place in the workplace? How will you deal with arbitration clauses in sexual harassment policies? New York and California have done away with this).
- ☐ How will you ensure no penalty for flexibility?
- ☐ What do you think of options for telecommuting?
- ☐ What clear and transparent rules will you put in place for appointment to committees, leadership opportunities?
- ☐ What are the networking and mentorship/sponsorship?
- ☐ What is the corporate culture that elevates both male and female employees through appropriate symbols and non- stereotypical leadership roles?
- ☐ Will you put in place a program on male allies and sponsors?
- ☐ What about a program to counter stereotypes?

Women's Leadership as a CEO Priority

- ☐ How will you structure a company's core mission on diversity?
- ☐ How will you structure the diversity committee and its reporting structure?
- ☐ What are the programs and plans for structured career planning, mentorship, role models and networking that you would recommend?
- ☐ What work/life balance policies through flexible work policies, support systems are available?
- ☐ Does the CEO and company take on the role of advocate of female employment within the wider community through raising awareness, launching initiatives and, in general, acting as ambassadors of gender empowerment?

□ Does the company create partnerships with external partners and the broader community on gender empowerment?

□ Is the diversity strategy focused on a relatively well-defined groups such as first-generation college graduates, female owners of small businesses, or mothers returning to work?

□ What are the partnerships with women-led businesses? Are there ventures to ensure they have access to capital?

□ Is women's empowerment part of the empowerment of women and part of corporate social responsibility efforts?

□ What gender equality programs or conferences is the firm engaged in?

How will your allyship help in "Moving the Needle": Collaborating with Industry Partners Locally and Globally

□ How would you collaborate with organizations across industries on research and data backed initiatives that could help generate new ideas and strategies?

□ How would the Firm/company promote work outside of their organizations to advance gender justice and diversity?

□ How would you create processes and incentives for those in the firm/ company to serve as a mentor for women in the community, particularly those seeking to engage in industries that have historically been difficult for women to penetrate?

□ How would you create provisions for annual bonuses, as a way to incentivize focus on and improve diversity?

□ How will you create external pressures from clients to improve together? "When companies like Microsoft make it clear that they factor diversity and inclusion in their hiring efforts, and will reward performance, it changes the way firms approach the work and the issue. it reinforces and accelerates our own work and makes it clear that there's a business case for diversity and inclusion."

□ How will you develop Certification programs like the **Mansfield Principle** which calls for 30 percent women in leadership?

□ How will you encourage Male Champions of Change?

□ What kind of global and local outreach program would you design? Examples might be supporting global symposia, leadership excellence for women awards and symposiums?

ALLYSHIP AND THE METOO MOVEMENT

How is the MeToo movement shaping norms of masculinity?

Men mentoring women can make a large impact. Do you fear a backlash?

ALLYSHIP and WORK/FAMILY POLICIES

Work-family laws have the potential to advance a radical substantive equality approach which seeks to protect the rights of both men and women. Such reconciliation policies and laws are key to combating negative stereotypes that exclusively confine women to caregiving and assume that men cannot provide

caregiving. While the gendered nature of family leave policies results in subordinating the woman both in the family and in the workplace, allyship can show how gender egalitarian parental leave policies can dismantle the many historically embedded gender stereotypes.

Questions:

As an ally, how can you transform the social value attached to child- care including the role of both parents in caregiving equally?

☐ How do you understand that there are times when certain gender specific policies can serve a legitimate purpose, however, that these must be determined on a case by case basis?

☐ As an ally, how can you play an integral role in constructing these equalizing policies and constructing care as a policy issue?

☐ As an ally who will be in a decisionmaking role, how will you help prevent retaliation and unequal treatment upon parental leave?

☐ How will you advocate for Fair Workplace Policies?

☐ How will you send out the message that work family policies are important to men and women aren't the only ones caring for family members? Advocating for flexible hours, working from home, on-site child- care helps men and women. Observing how and when colleagues are evaluated and promoted can also be an important area where policies can be adjusted.

☐ How will you develop caregiving policies for both sexes and offer suggestions on how to design leave so that the outcomes are more egalitarian?
☐ How will you address challenges that care givers (both female and male) face upon returning to the office?
☐ What are your thoughts on onramping (flexible hours at full pay) and guardrails (predictable hours) to help those returning?
☐ What are your thoughts on Onramp Fellowships?
☐ How do you feel about Flexhours or Agile Working Options, ranging from flexible hours to work from home to remote working?
☐ What are your perceptions on non-linear leadership tracks that take into consideration women with families?
☐ Supportive work-family policies have become increasingly more common. However, research shows that men's responses to these policies are shaped less by their own personal beliefs, and by their perceptions of what is accepted and expected by their male peers.
  o What are your views on work-family policies, such as parent leave, flex time, and part- time work?

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely would it be for you to request & participate in work-family policies (i.e. Parental Leave or Flexible Work Arrangement) if your family situation made that need applicable?

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely do you think your male peers would request & participate in one of the company's work-family policies (i.e. Parental Leave or Flexible Work Arrangement) if their family situation made that need applicable?

On a scale of 1 to 5 (1-not influenced, 5-very likely to influence), how much of your decision to participate in the work-family policies influenced by your perception of what is accepted and expected by leadership/management and your male peers?

ALLYSHIP AND MASCULINE GENDER NORMS:

- □ On a scale of 1 to 5 (1-not comfortable, 5-very comfortable) how comfortable do you feel in your ability to fully be yourself at work?
  The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts.
  - o How much do these descriptions relate to something that you have experienced?
  - o What role does cultural differences (regional, ethnic, religious, class) if any, play in your attitudes to masculinity and allyship?

GENDER NORMS AND MEDIA PORTRAYAL
- □ When you see men and women paired together on television, in movies, or other media platforms, what tends to be their relationship?
- □ How often do you see women in leadership roles on television? Women of color?
- □ Does the way you see women in positions of power influence your view of women leaders?
- □ Has the way you have seen women in positions of power on television influenced your actions or decisions to be an ally for women in your professional life?
- □ Do you fear ally-ship or resulting backlash based on how the media portrayal of women?
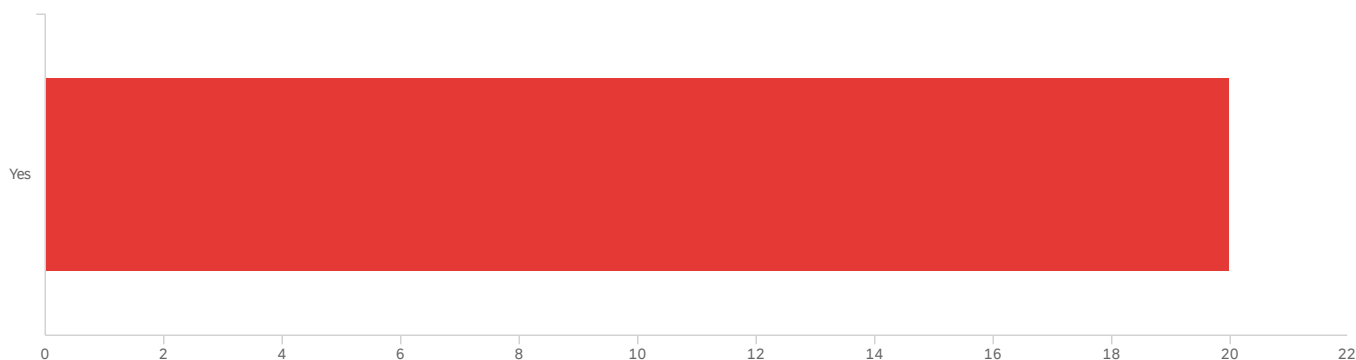
Implicit Bias Questionnaire

- □ Upon completion of the questionnaire, please ask interviewees if they would be willing to take an anonymous online survey measuring implicit biases. Wait 3-4 days before distributing the online survey to interviewees after the date of their interview.
  Link: https://upenn.co1.qualtrics.com/jfe/form/SV_dd3nUdbF78U7xsh

Default Report

Ally-Ship
April 2, 2020 6:47 AM MDT

Q1 - Dear Participants, The following survey is loosely based off of the Harvard Implicit Association Test. Here, we focus specifically on gender. As this survey is completely ANONYMOUS, we ask that you please answer each question with the answer that first pops in your mind, regardless of whether you believe that answer is socially appropriate or acceptable. The data compiled and reported from this survey will at no point reveal any personal information about any of the participants or their views. Do you wish to continue?

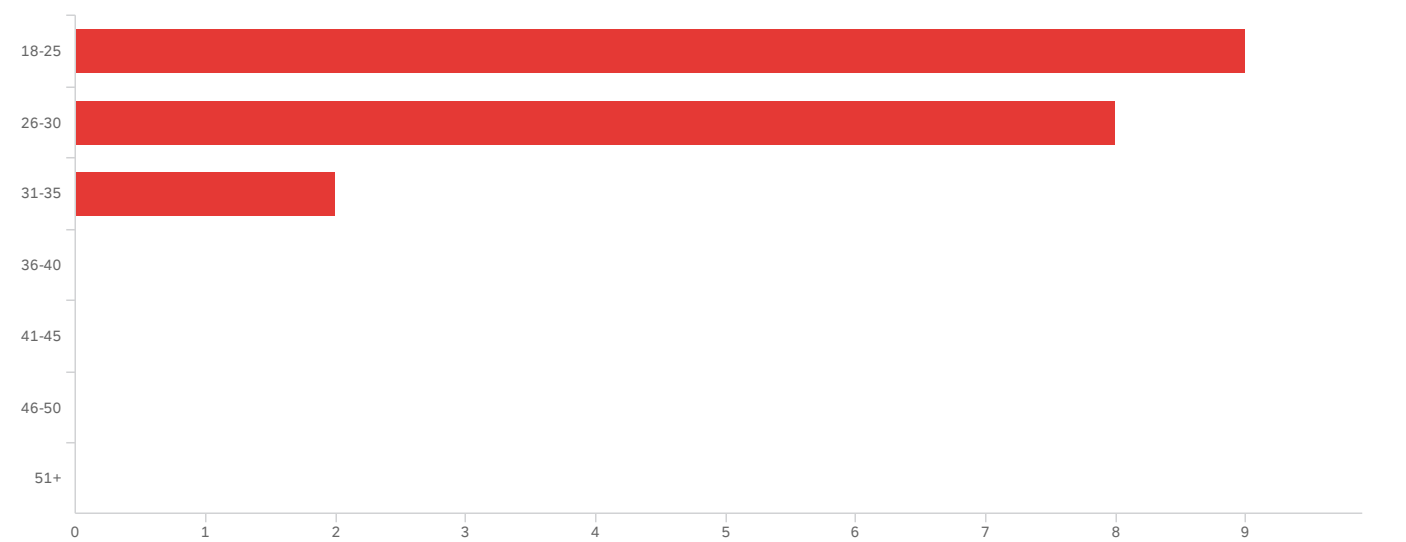| #	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Dear Participants, The following survey is loosely based off of the Harvard Implicit Association Test. Here, we focus specifically on gender. As this survey is completely ANONYMOUS, we ask that you please answer each question with the answer that first pops in your mind, regardless of whether you believe that answer is socially appropriate or acceptable. The data compiled and reported from this survey will at no point reveal any personal information about any of the participants or their views. Do you wish to continue?	1.00	1.00	1.00	0.00	0.00	20

#	Field	Choice Count
1	Yes	100.00% 20

Showing rows 1 - 1 of 1

Q2 - What is your age?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What is your age?	1.00	3.00	1.63	0.67	0.44	19

#	Field		Choice Count	
1	18-25		47.37%	9
2	26-30		42.11%	8
3	31-35		10.53%	2
4	36-40		0.00%	0
5	41-45		0.00%	0
6	46-50		0.00%	0
7	51+		0.00%	0
				19

Showing rows 1 - 8 of 8

Q3 - How comfortable would you feel with a woman in the following positions:

Legend:
- Doctor
- Editor
- Firefighter
- Judge
- Nurse
- Pilot
- Police Officer
- President
- Secretary
- Senator
- Soldier

Categories (vertical axis):
- Extremely comfortable
- Somewhat comfortable
- Neither comfortable nor uncomfortable
- Somewhat uncomfortable

Extremely uncomfortable
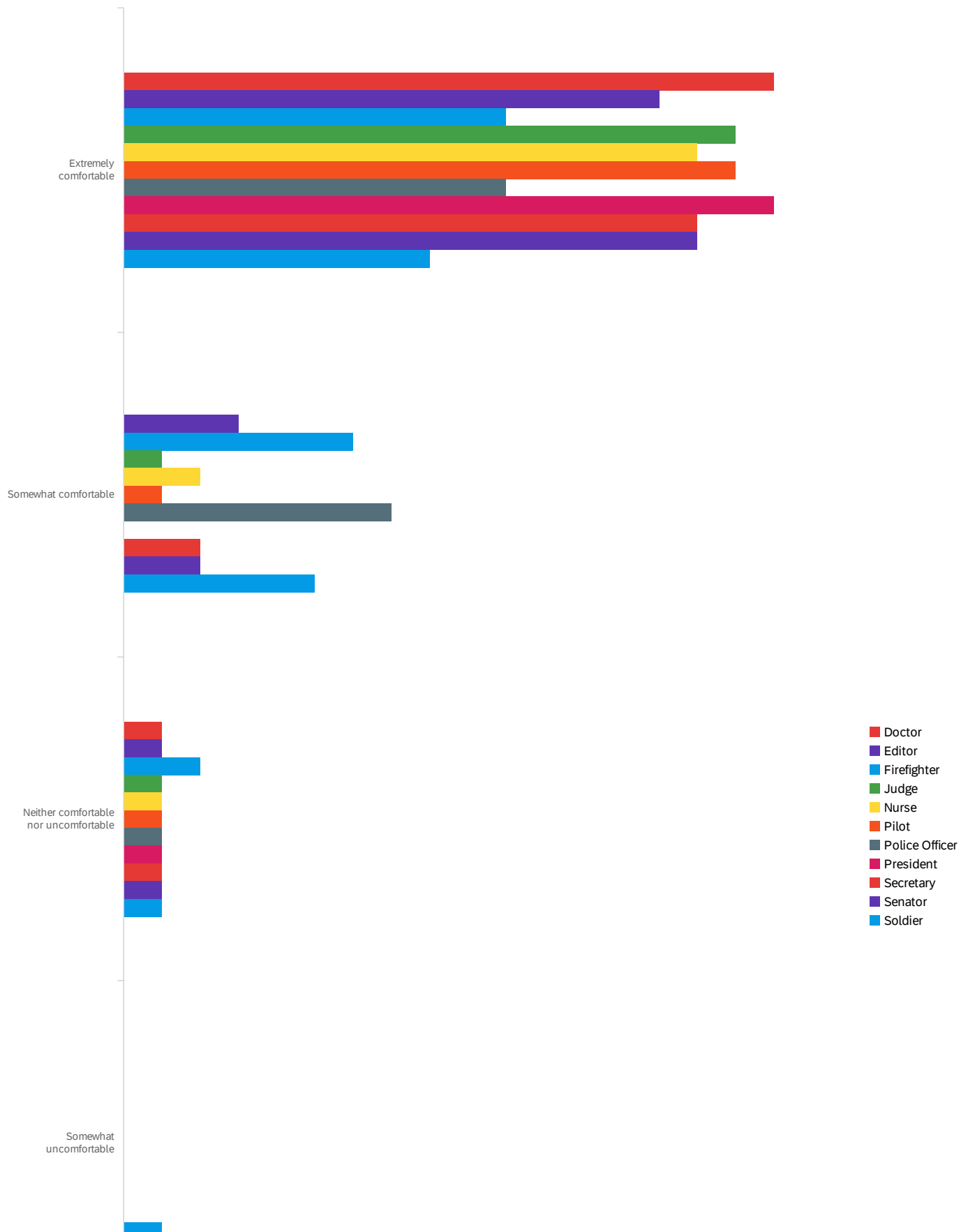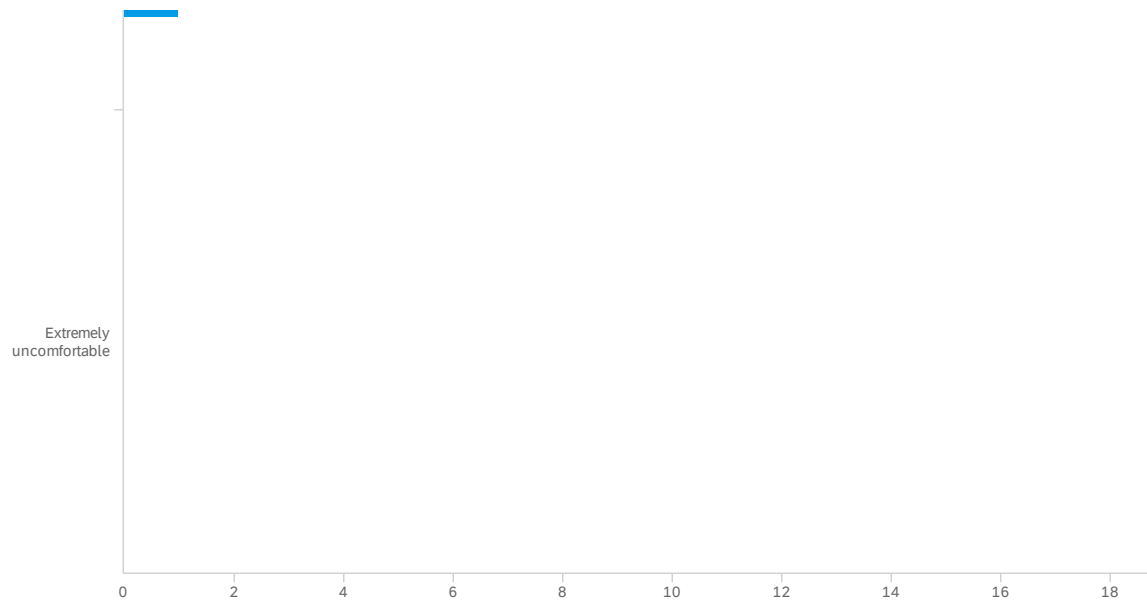
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Doctor	1.00	3.00	1.11	0.46	0.21	18
2	Editor	1.00	3.00	1.28	0.56	0.31	18
3	Firefighter	1.00	3.00	1.56	0.68	0.47	18
4	Judge	1.00	3.00	1.17	0.50	0.25	18
5	Nurse	1.00	3.00	1.22	0.53	0.28	18
6	Pilot	1.00	3.00	1.17	0.50	0.25	18
7	Police Officer	1.00	3.00	1.50	0.60	0.36	18
8	President	1.00	3.00	1.11	0.46	0.21	18
9	Secretary	1.00	3.00	1.22	0.53	0.28	18
10	Senator	1.00	3.00	1.22	0.53	0.28	18
11	Soldier	1.00	4.00	1.67	0.87	0.76	15

| #	Field	Extremely comfortable		Somewhat comfortable		Neither comfortable nor uncomfortable		Somewhat uncomfortable		Extremely uncomfortable		Total
1	Doctor	94.44%	17	0.00%	0	5.56%	1	0.00%	0	0.00%	0	18
2	Editor	77.78%	14	16.67%	3	5.56%	1	0.00%	0	0.00%	0	18
3	Firefighter	55.56%	10	33.33%	6	11.11%	2	0.00%	0	0.00%	0	18

18

#	Field	Extremely comfortable		Somewhat comfortable		Neither comfortable nor uncomfortable		Somewhat uncomfortable		Extremely uncomfortable		Total
4	Judge	88.89%	16	5.56%	1	5.56%	1	0.00%	0	0.00%	0	18
5	Nurse	83.33%	15	11.11%	2	5.56%	1	0.00%	0	0.00%	0	18
	Pilot	88.89%	16	5.56%	1	5.56%	1	0.00%	0	0.00%	0	18
	Police Officer	55.56%	10	38.89%	7	5.56%	1	0.00%	0	0.00%	0	18
	President	94.44%	17	0.00%	0	5.56%	1	0.00%	0	0.00%	0	18
	Secretary	83.33%	15	11.11%	2	5.56%	1	0.00%	0	0.00%	0	18
	Senator	83.33%	15	11.11%	2	5.56%	1	0.00%	0	0.00%	0	18
	Soldier	53.33%	8	33.33%	5	6.67%	1	6.67%	1	0.00%	0	15

Showing rows 1 - 11 of 11

Q4 - Agree/disagree or provide your best guess regarding percentages for the following statements:(0 = disagree; 100 = agree)

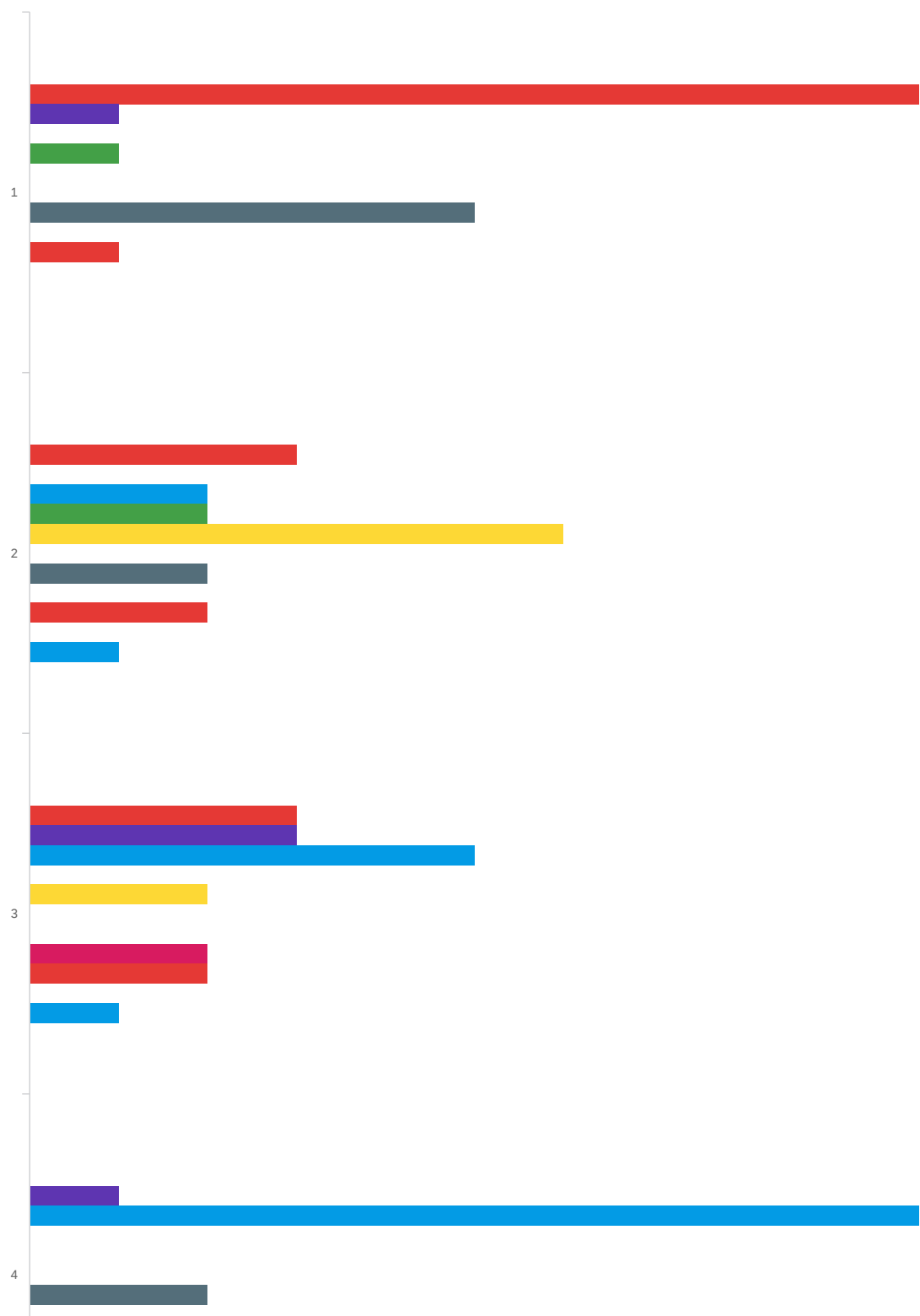| #	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What percentage of leadership roles do you think are held by women?	8.00	40.00	22.26	9.08	82.51	19
2	Women in leadership positions create more conflict than men in leadership roles.	0.00	50.00	5.74	14.15	200.09	19
3	Women in leadership positions are more emotional than men at work.	0.00	42.00	8.21	12.83	164.59	19

# Q5 - Of the following choices, which do you associate more with a specific gender?
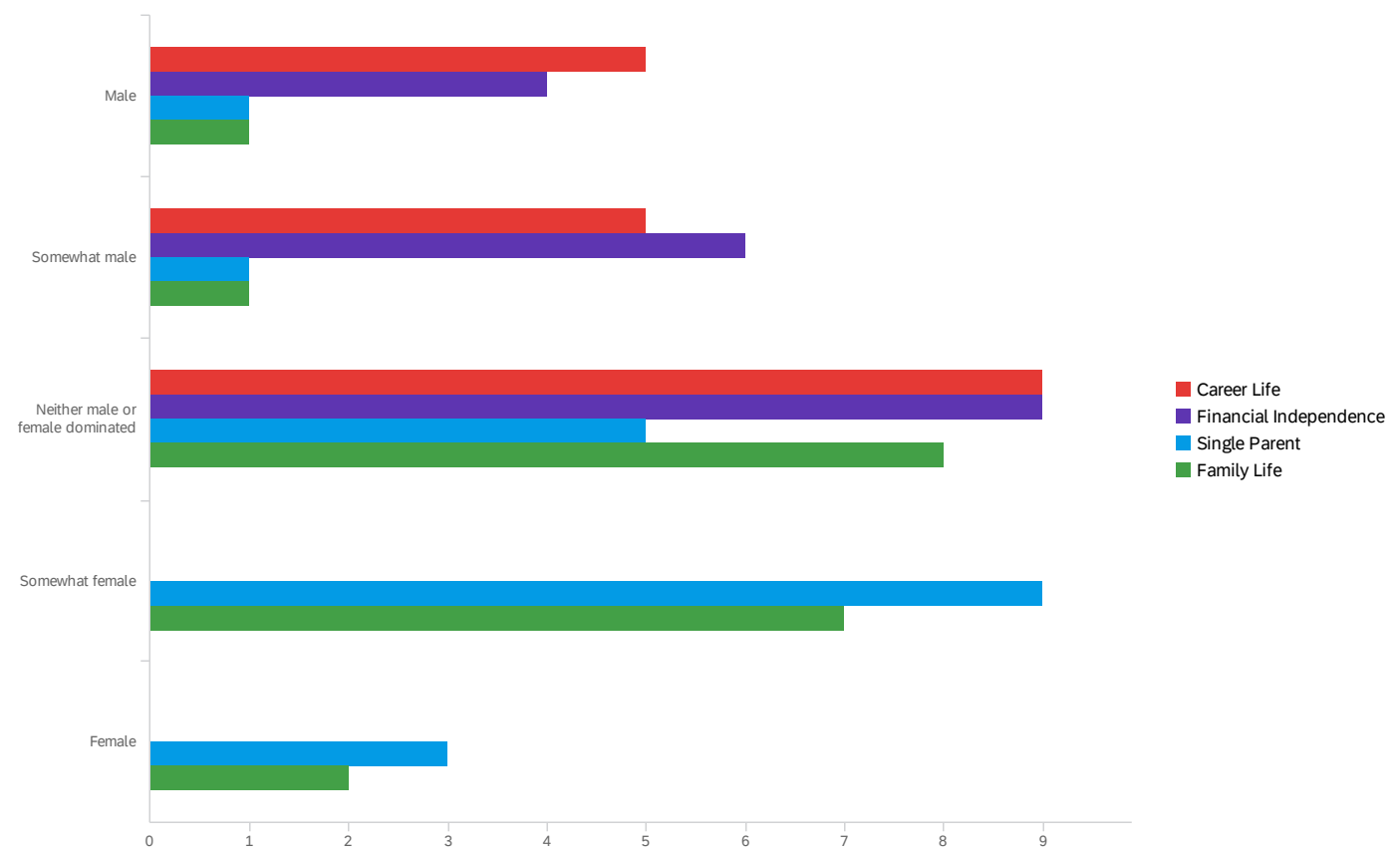
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Career Life	1.00	3.00	2.21	0.83	0.69	19
2	Financial Independence	1.00	3.00	2.26	0.78	0.61	19
3	Single Parent	1.00	5.00	3.63	0.98	0.97	19
4	Family Life	1.00	5.00	3.42	0.94	0.88	19

#	Field	Male		Somewhat male		Neither male or female dominated		Somewhat female		Female		Total
1	Career Life	26.32%	5	26.32%	5	47.37%	9	0.00%	0	0.00%	0	19
2	Financial Independence	21.05%	4	31.58%	6	47.37%	9	0.00%	0	0.00%	0	19
3	Single Parent	5.26%	1	5.26%	1	26.32%	5	47.37%	9	15.79%	3	19
4	Family Life	5.26%	1	5.26%	1	42.11%	8	36.84%	7	10.53%	2	19

Showing rows 1 - 4 of 4

21

Q6 - Imagine the following positions are held by all women. In what job do you feel most comfortable with a woman in that position? Rank the following from most to least comfortable.
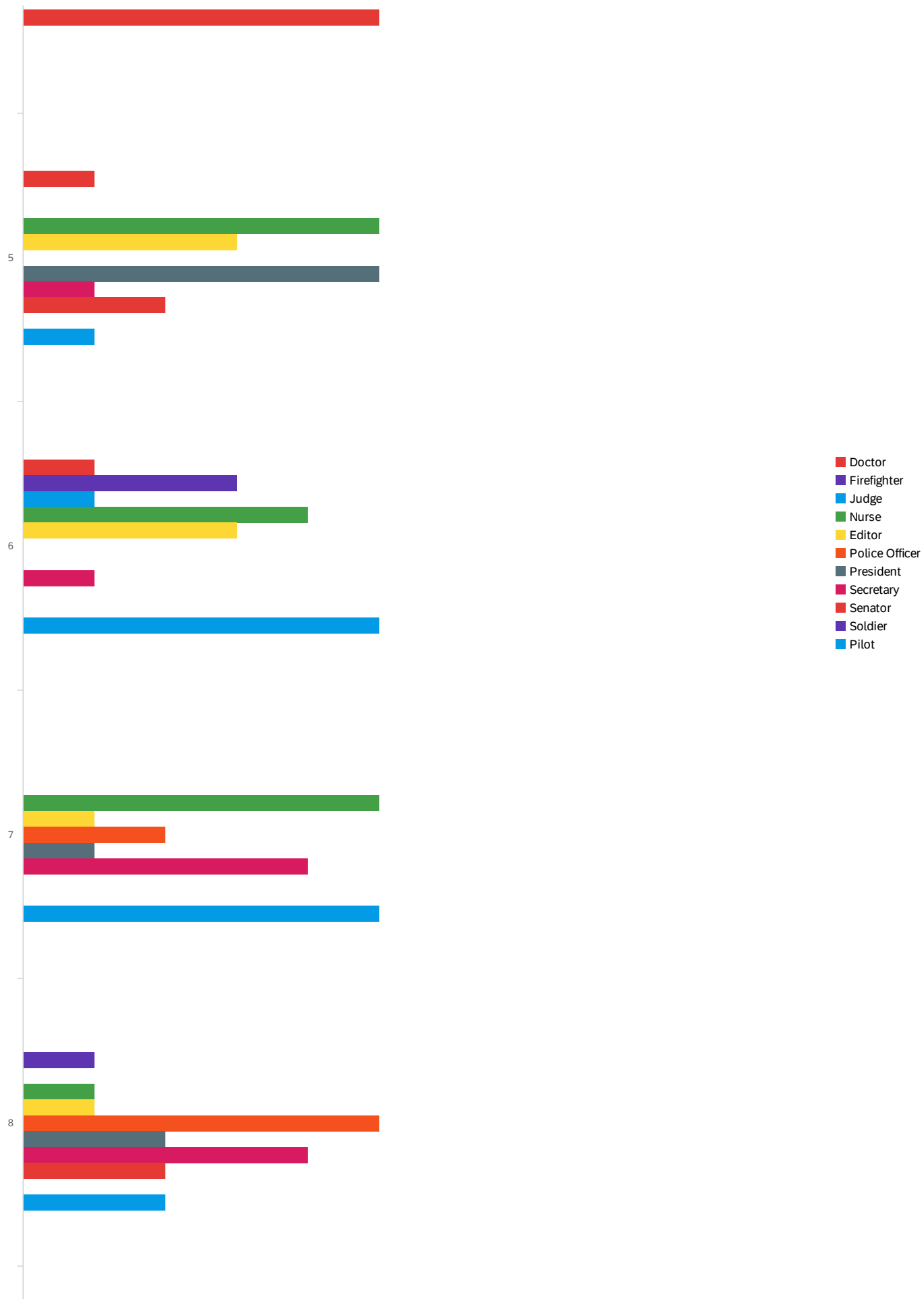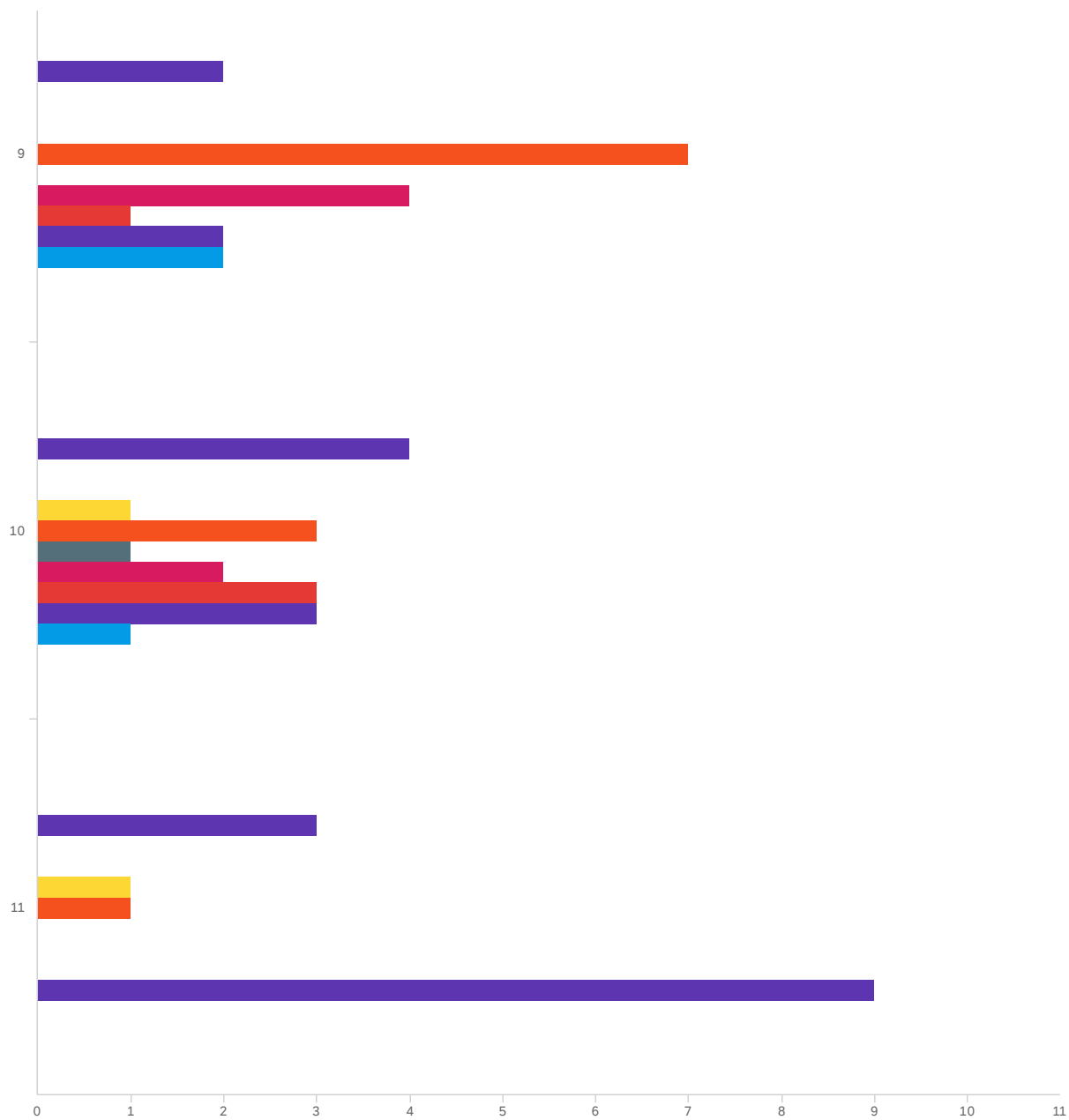
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Doctor	1.00	6.00	2.00	1.45	2.11	18
2	Editor	2.00	11.00	4.83	2.77	7.69	18
3	Firefighter	1.00	11.00	7.28	3.23	10.42	18
4	Judge	2.00	6.00	3.61	0.89	0.79	18
5	Nurse	1.00	8.00	5.39	1.89	3.57	18
6	Pilot	2.00	10.00	6.61	1.92	3.68	18
7	Police Officer	7.00	11.00	8.78	1.03	1.06	18

24

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
8	President	1.00	10.00	4.17	2.73	7.47	18
9	Secretary	3.00	10.00	7.39	2.00	4.02	18
10	Senator	1.00	10.00	5.33	2.92	8.56	18
11	Soldier	9.00	11.00	10.50	0.73	0.54	14

#	Field	1	2	3	4	5	6	7	8
1	Doctor	55.56% 10	16.67% 3	16.67% 3	0.00% 0	5.56% 1	5.56% 1	0.00% 0	0.00
2	Firefighter	5.56% 1	0.00% 0	16.67% 3	5.56% 1	0.00% 0	16.67% 3	0.00% 0	5.56
3	Judge	0.00% 0	11.11% 2	27.78% 5	55.56% 10	0.00% 0	5.56% 1	0.00% 0	0.00
4	Nurse	5.56% 1	11.11% 2	0.00% 0	0.00% 0	27.78% 5	22.22% 4	27.78% 5	5.56
5	Editor	0.00% 0	33.33% 6	11.11% 2	0.00% 0	16.67% 3	16.67% 3	5.56% 1	5.56
6	Police Officer	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	11.11% 2	27.78
7	President	27.78% 5	11.11% 2	0.00% 0	11.11% 2	27.78% 5	0.00% 0	5.56% 1	11.11
8	Secretary	0.00% 0	0.00% 0	11.11% 2	0.00% 0	5.56% 1	5.56% 1	22.22% 4	22.22
9	Senator	5.56% 1	11.11% 2	11.11% 2	27.78% 5	11.11% 2	0.00% 0	0.00% 0	11.11
10	Soldier	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00
11	Pilot	0.00% 0	5.56% 1	5.56% 1	0.00% 0	5.56% 1	27.78% 5	27.78% 5	11.11

Showing rows 1 - 11 of 11

Q7 - Assuming the following individual is qualified, on a scale from 0-10, how likely are you to recommend a man with the following traits for a promotion?- Great at his job- Aggressive - Has started arguments with several coworkers- Been on the job for 5 years- Has 3 kids at home (ages: 6, 4, and 2)
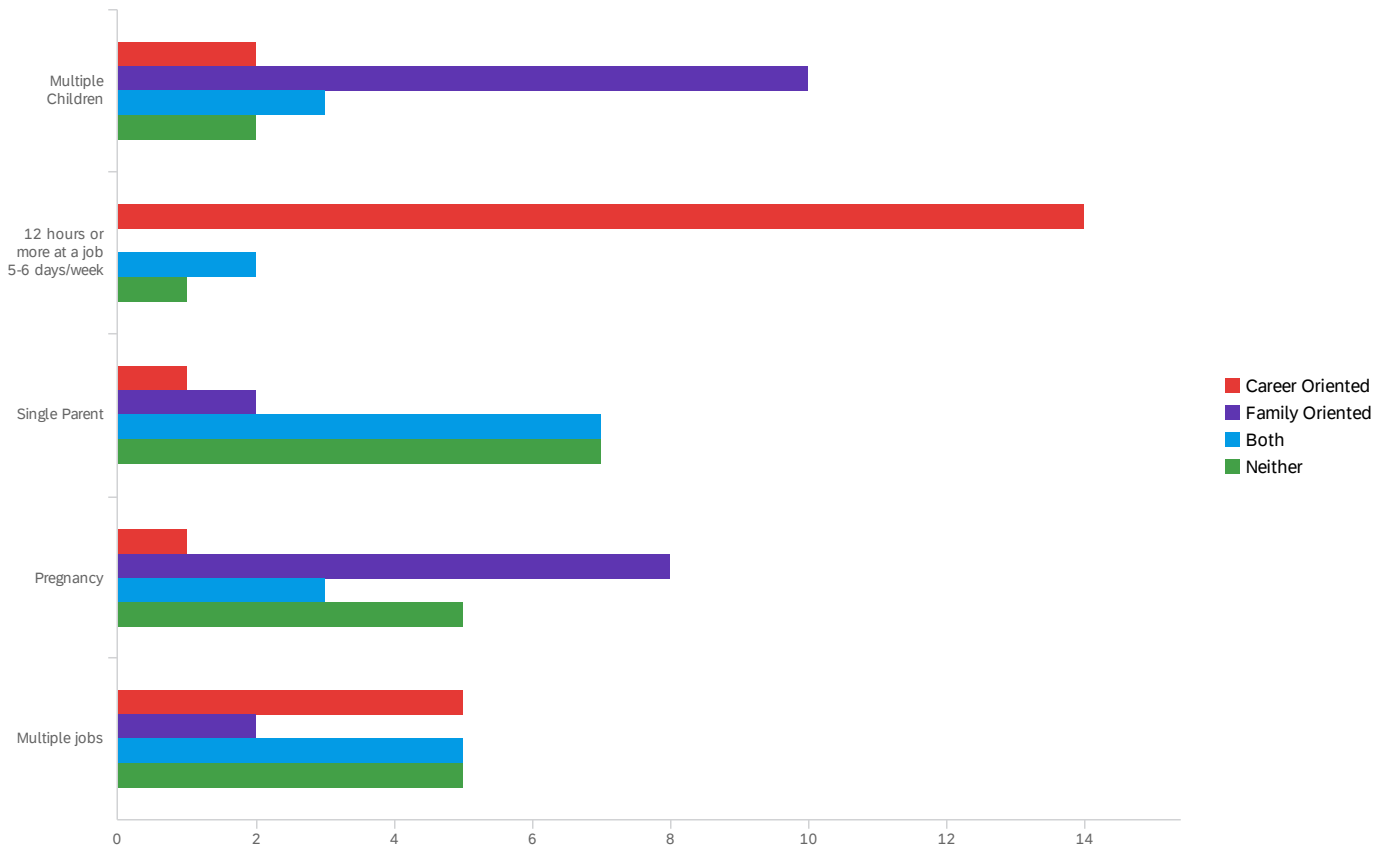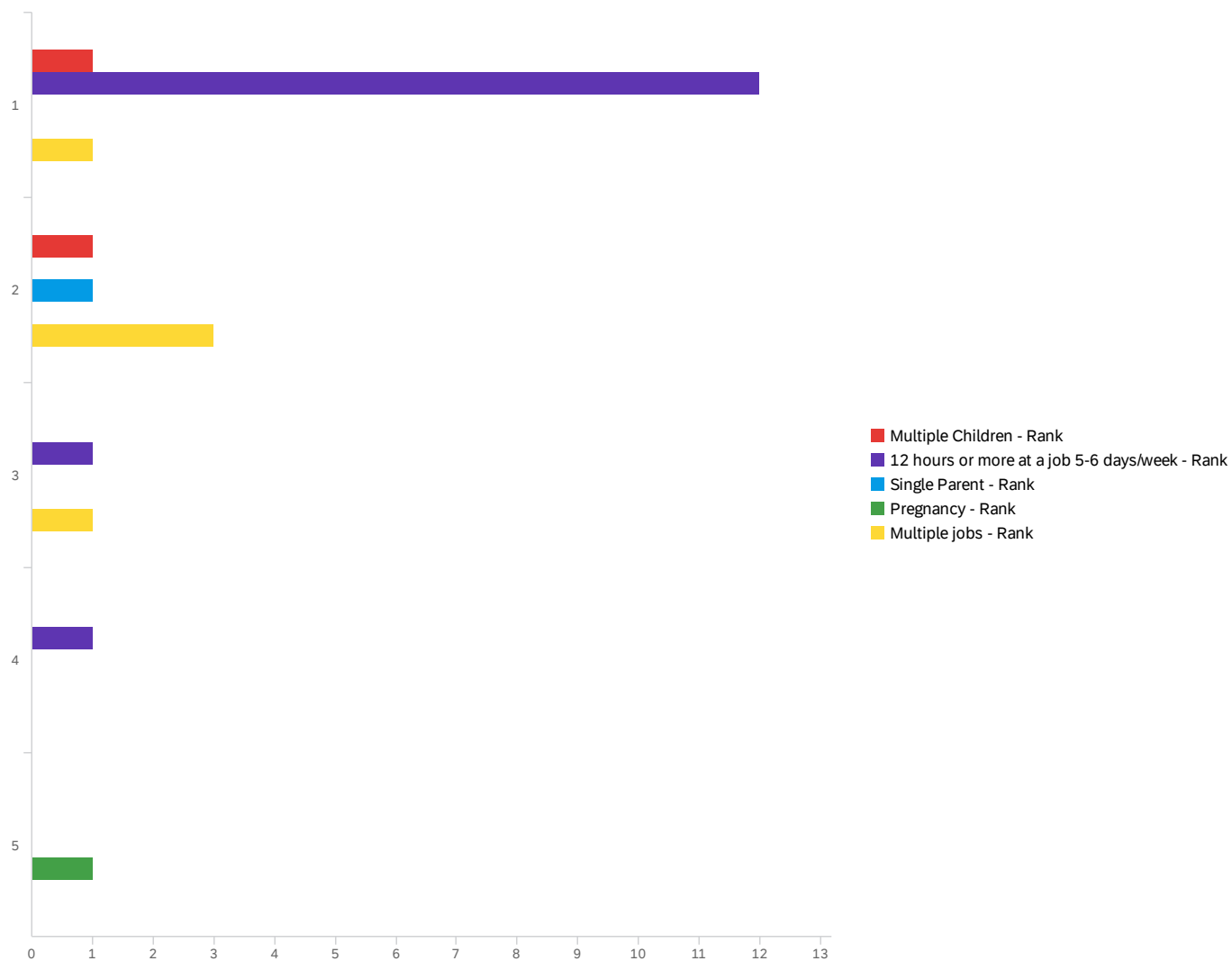
65% Detractor	35% Passive

■ Detractor ■ Passive ■ Promoter

-64.71

-100   100
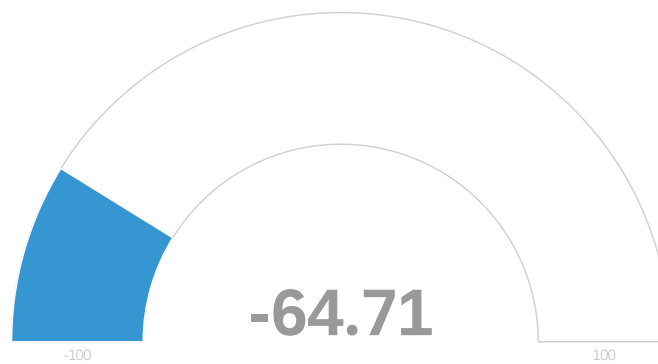
Q8 - Place the items from the list on the left into one of the categories on the right.
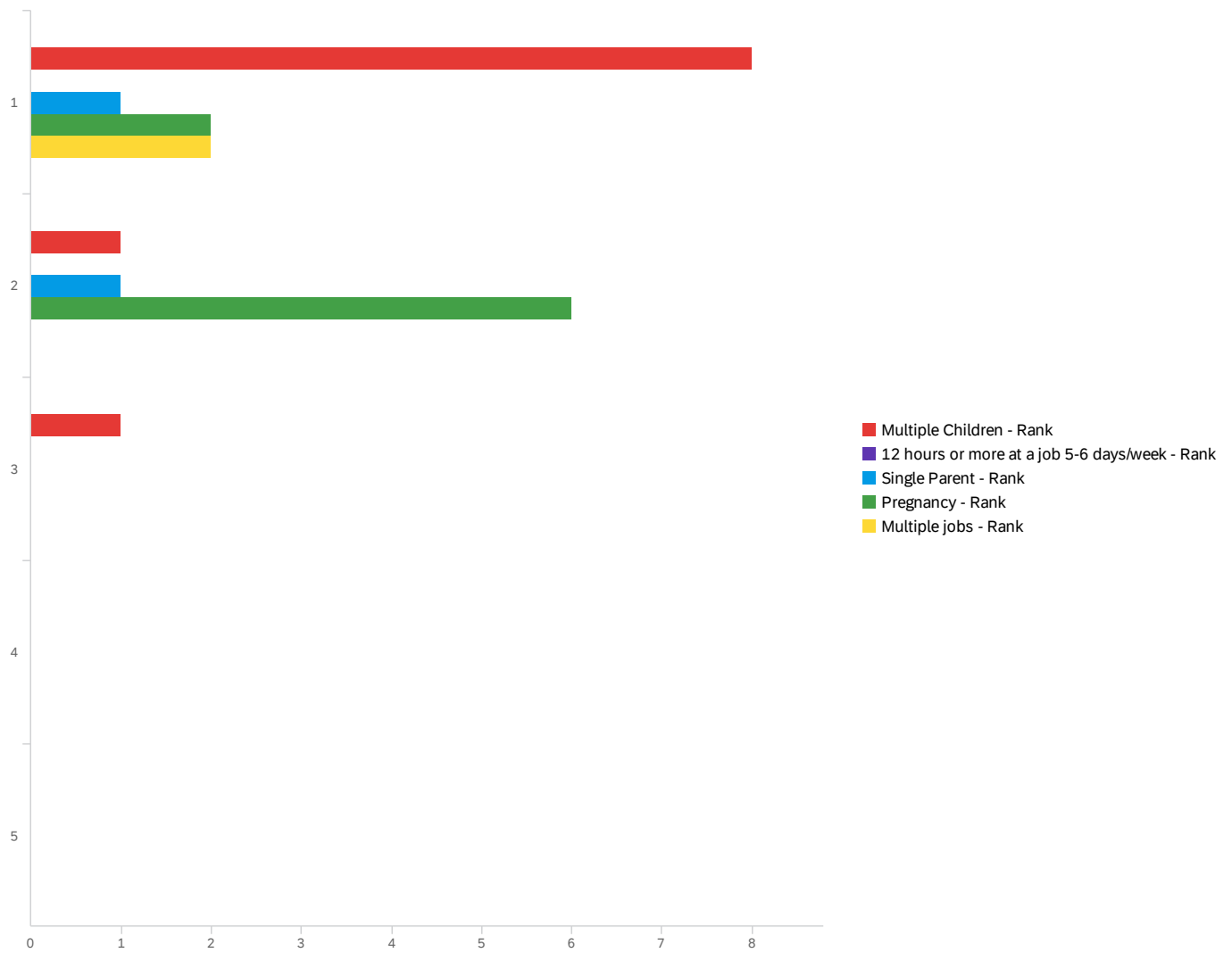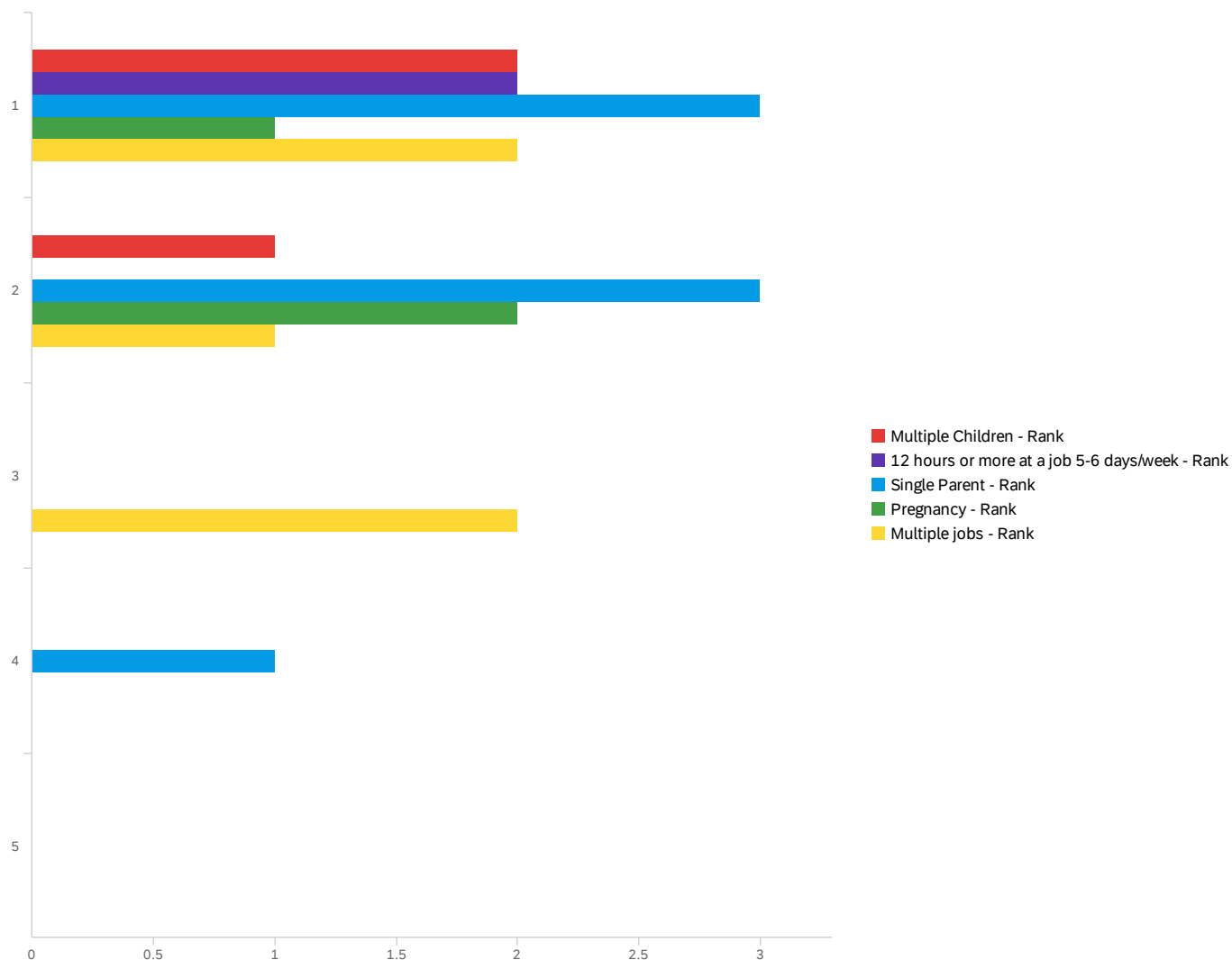
Place the items from the list on the left into one of the categories on the...

Place the items from the list on the left into one of the categories on the...
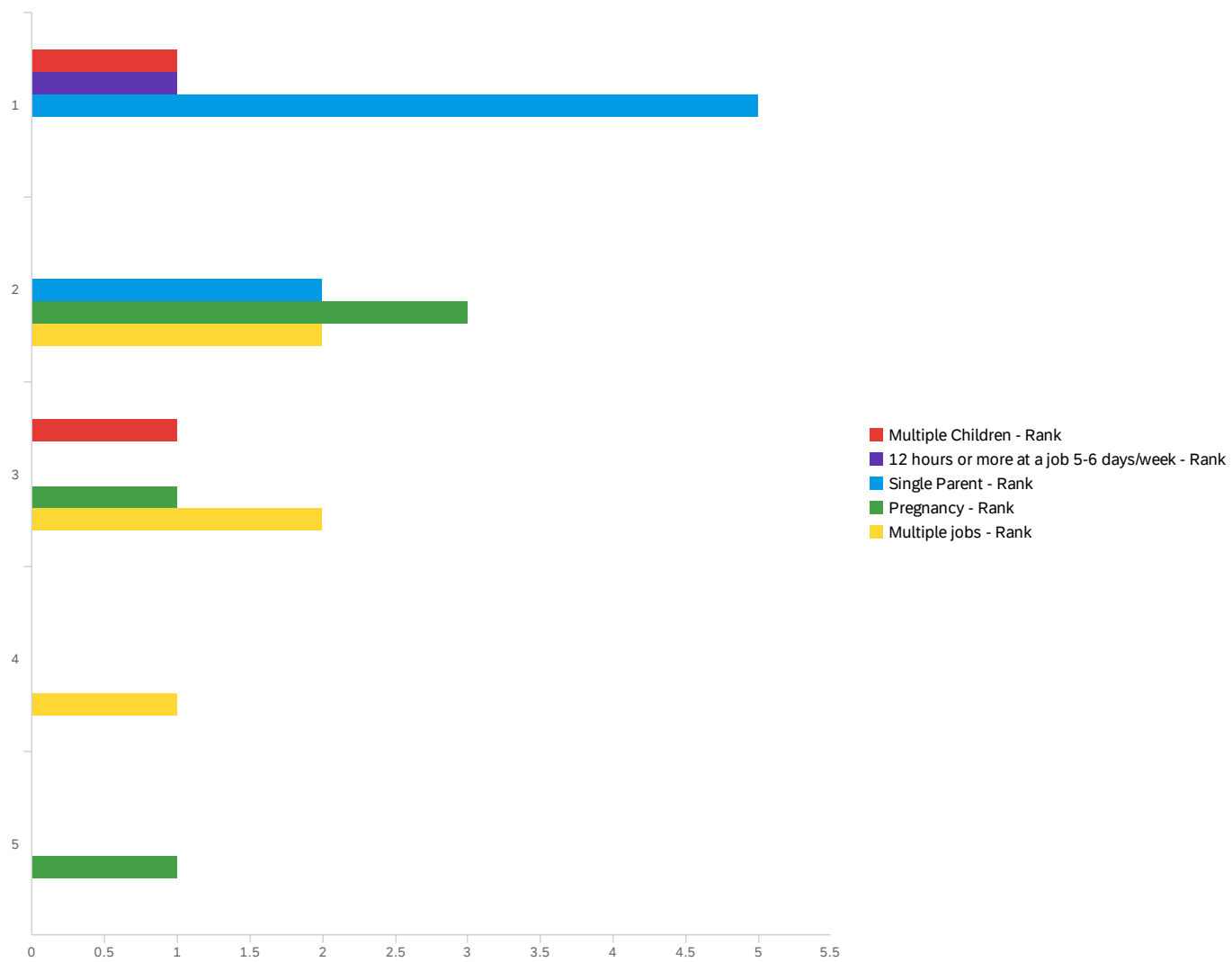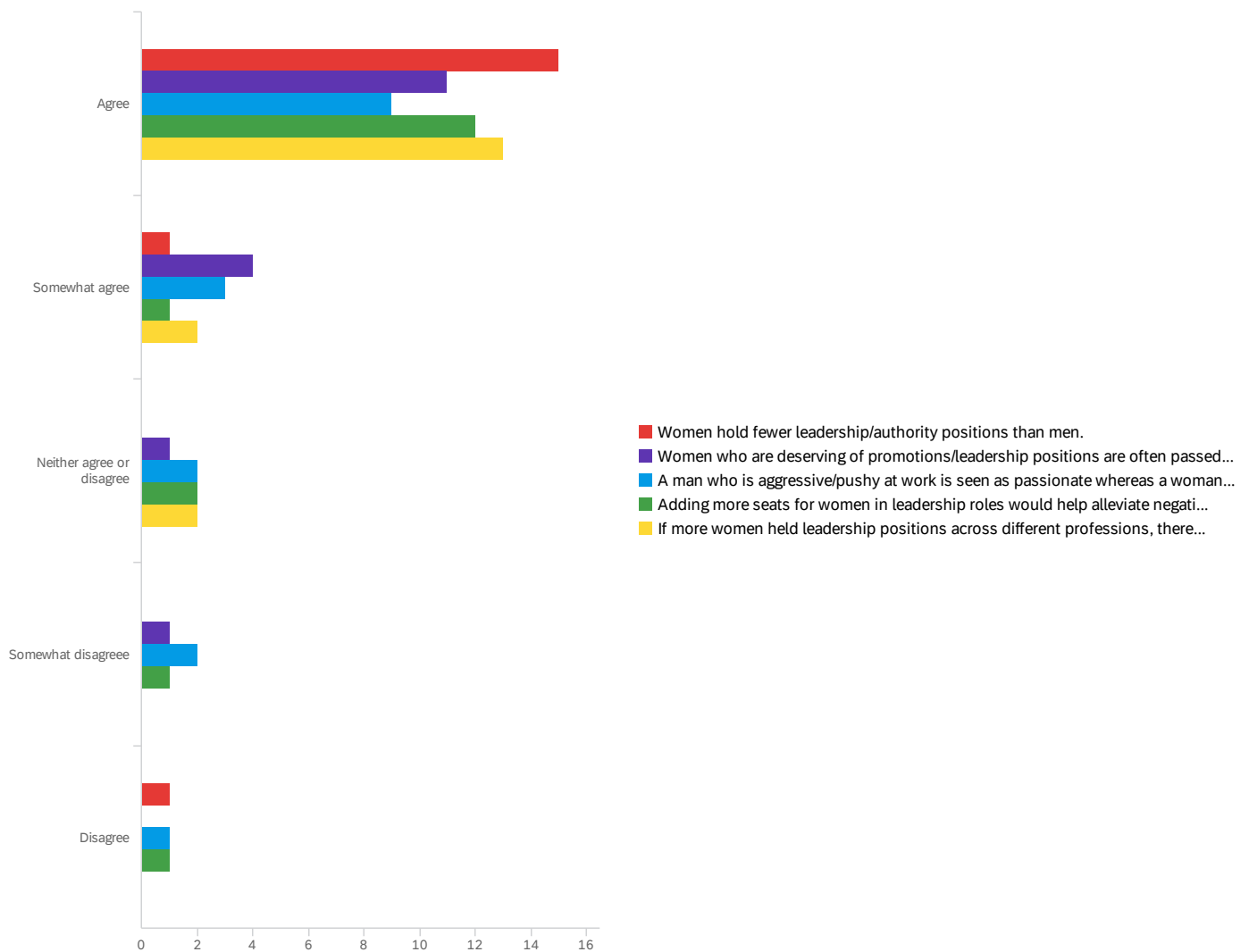
Place the items from the list on the left into one of the categories on the...

Place the items from the list on the left into one of the categories on the...

Legend:
- Multiple Children - Rank
- 12 hours or more at a job 5-6 days/week - Rank
- Single Parent - Rank
- Pregnancy - Rank
- Multiple jobs - Rank

Place the items from the list on the left into one of the categories on the...
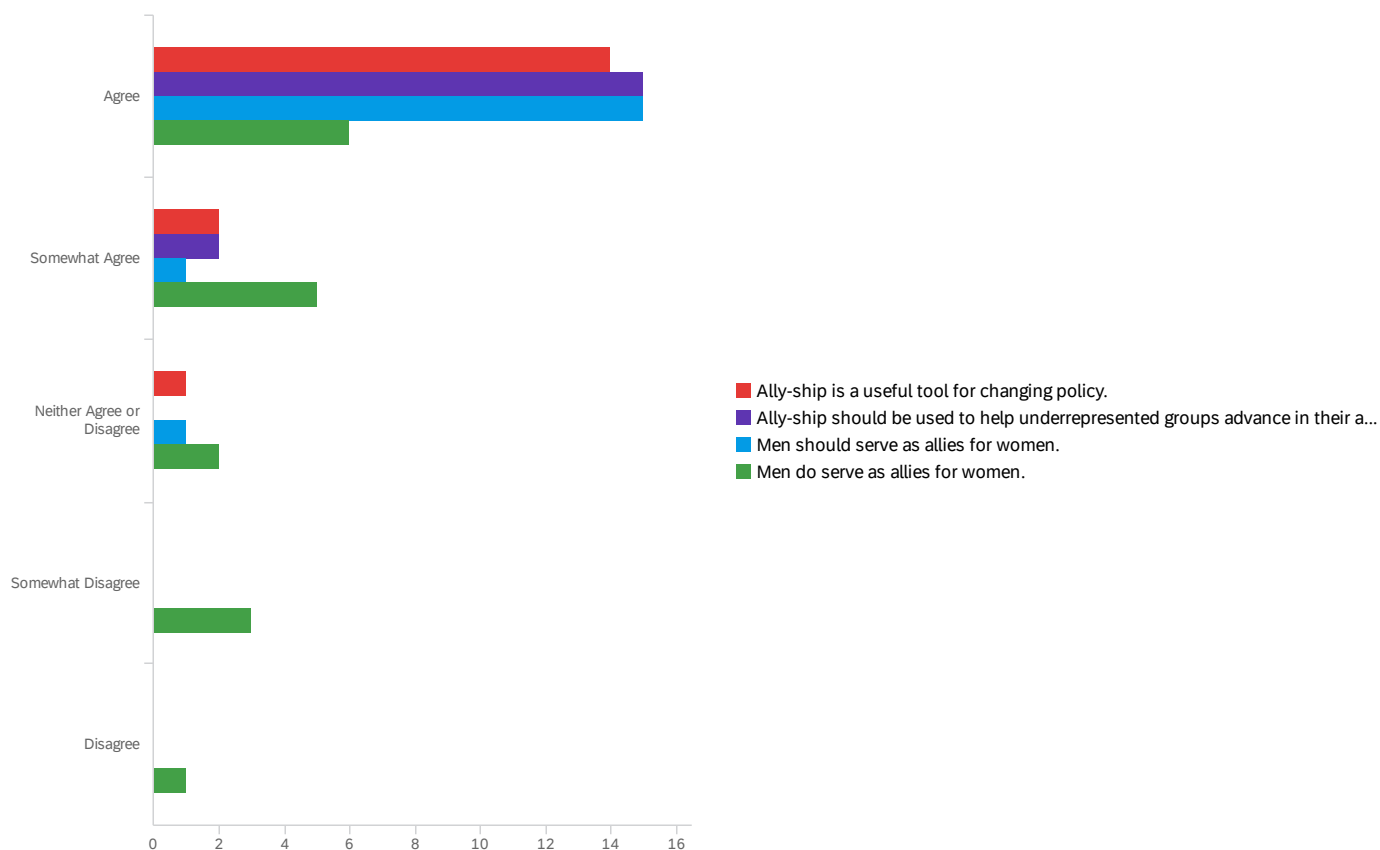
Q10 - Agree or disagree with the following statements.

Legend:
- Women hold fewer leadership/authority positions than men.
- Women who are deserving of promotions/leadership positions are often passed…
- A man who is aggressive/pushy at work is seen as passionate whereas a woman…
- Adding more seats for women in leadership roles would help alleviate negati…
- If more women held leadership positions across different professions, there…

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Women hold fewer leadership/authority positions than men.	1.00	5.00	1.29	0.96	0.91	17
2	Women who are deserving of promotions/leadership positions are often passed up for a less deserving male counterpart.	1.00	4.00	1.53	0.85	0.72	17
3	A man who is aggressive/pushy at work is seen as passionate whereas a woman as too emotional.	1.00	5.00	2.00	1.28	1.65	17
4	Adding more seats for women in leadership roles would help alleviate negative stereotypes about women.	1.00	5.00	1.71	1.23	1.50	17
5	If more women held leadership positions across different professions, there would be more opportunities for other women to advance their careers than if the number of women in leadership positions stays stagnant.	1.00	3.00	1.35	0.68	0.46	17

#	Field	Agree		Somewhat agree		Neither agree or disagree		Somewhat disagreee		Disagree		Total
1	Women hold fewer leadership/authority positions than men.	88.24%	15	5.88%	1	0.00%	0	0.00%	0	5.88%	1	17
2	Women who are deserving of promotions/leadership positions are often passed up for a less deserving male counterpart.	64.71%	11	23.53%	4	5.88%	1	5.88%	1	0.00%	0	17
3	A man who is aggressive/pushy at work is seen as passionate whereas a woman as too emotional.	52.94%	9	17.65%	3	11.76%	2	11.76%	2	5.88%	1	17
4	Adding more seats for women in leadership roles would help alleviate negative stereotypes about women.	70.59%	12	5.88%	1	11.76%	2	5.88%	1	5.88%	1	17
5	If more women held leadership positions across different professions, there would be more opportunities for other women to advance their careers than if the number of women in leadership positions stays stagnant.	76.47%	13	11.76%	2	11.76%	2	0.00%	0	0.00%	0	17

Showing rows 1 - 5 of 5

Q11 - Agree or disagree with the following statements about ally-ship.

Legend:
- ■ Ally-ship is a useful tool for changing policy.
- ■ Ally-ship should be used to help underrepresented groups advance in their a...
- ■ Men should serve as allies for women.
- ■ Men do serve as allies for women.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Ally-ship is a useful tool for changing policy.	1.00	3.00	1.24	0.55	0.30	17
2	Ally-ship should be used to help underrepresented groups advance in their academic and professional lives.	1.00	2.00	1.12	0.32	0.10	17
3	Men should serve as allies for women.	1.00	3.00	1.18	0.51	0.26	17
4	Men do serve as allies for women.	1.00	5.00	2.29	1.27	1.62	17

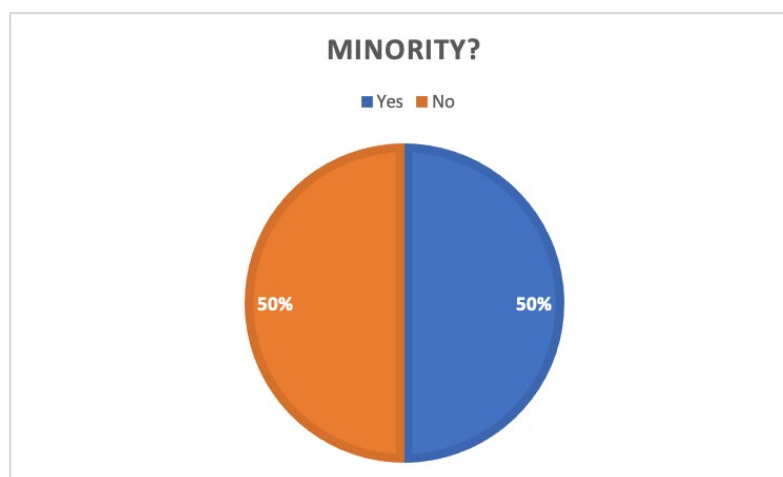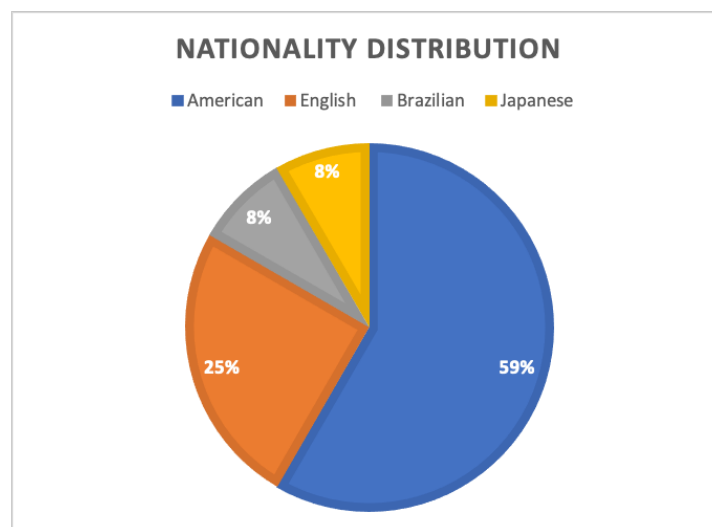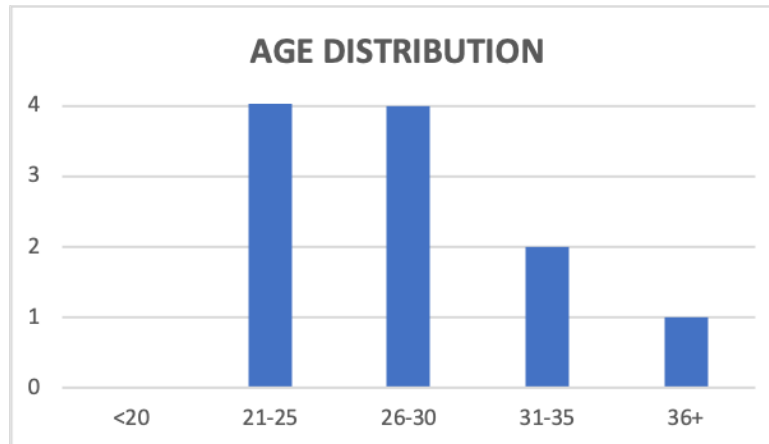| #	Field	Agree		Somewhat Agree		Neither Agree or Disagree		Somewhat Disagree		Disagree		Total
1	Ally-ship is a useful tool for changing policy.	82.35%	14	11.76%	2	5.88%	1	0.00%	0	0.00%	0	17
2	Ally-ship should be used to help underrepresented groups advance in their academic and professional lives.	88.24%	15	11.76%	2	0.00%	0	0.00%	0	0.00%	0	17

34

#	Field	Agree	Somewhat Agree	Neither Agree or Disagree	Somewhat Disagree	Disagree	Total
3	Men should serve as allies for women.	88.24% 15	5.88% 1	5.88% 1	0.00% 0	0.00% 0	17
4	Men do serve as allies for women.	35.29% 6	29.41% 5	11.76% 2	17.65% 3	5.88% 1	17

Showing rows 1 - 4 of 4

End of Report

Participant Demographics

The data below reflects the first 12 participants

AGE DISTRIBUTION

Age Range	Count
<20	0
21-25	4
26-30	4
31-35	2
36+	1

NATIONALITY DISTRIBUTION

American ■ English ■ Brazilian ■ Japanese

- American 59%
- English 25%
- Brazilian 8%
- Japanese 8%

MINORITY?

■ Yes ■ No

- Yes 50%
- No 50%

WORKED BEFORE LAW SCHOOL?

■ Yes ■ No

25%

75%
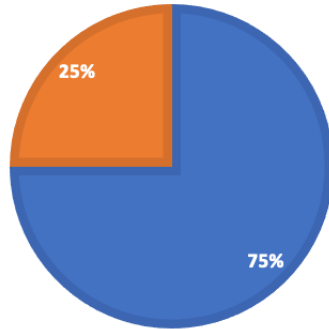
YEAR IN SCHOOL

■ 2L ■ 3L ■ LLM

33%

42%

25%
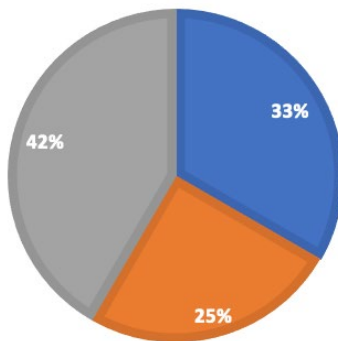
RACE DISTRIBUTION

■ Hispanic ■ White ■ Asian ■ Black ■ 2 or more

8% 9%

8%

8%

67%
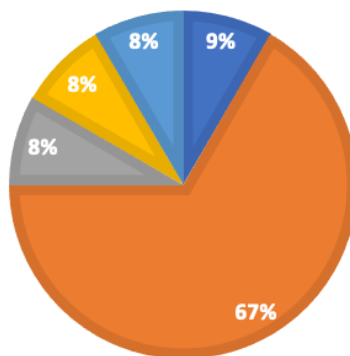
Michael Machado

L'20

Interview by Fumnanya Ekhator

How do you speak up for women when they are overlooked?

If I perceive what I believe is an effort to suppress or otherwise overlook a woman's voice, I try to step back and assess that perception first. The goal here is to prevent inhabiting a "savior" role and, by extension, reinforcing the equally as pernicious "damsel in distress" stereotype. Is it really my place to speak for a woman ever? If the answer is an unqualified "yes", then I'll have acquiesced in denying her agency, at least in those instances where she might have wanted to defend herself. But if the answer is only "maybe", and I perform the assessment above (an exercise in self-reflection), then I might better avoid perpetuating prejudice and depriving a woman of her agency. That's why I think it imperative for me, at least, to listen before reacting. I'm a law student with a great deal of passion for various women's causes, especially with respect to equal pay, reproductive justice and reproductive rights. It is easy and perhaps even innocuous (on paper) for that passion to manifest as protectionism. But I resist this impulse for all of the reasons I just mentioned. It's a simple fact that my place is to listen first and reflect second.

It's likely, though, that my reflection won't be perfect. I might misjudge a situation as one that calls for my voice when in reality the woman in question might have preferred either to share her thoughts in a separate conversation or to raise her own voice. Acknowledging this, I try, when I do speak up, to issue certain "disclaimers" – that's not the best word for it, I know. But what I mean is that I repeatedly emphasize something like, "So-and-so is more than capable of speaking for herself and I do not at all intend to speak for her but only as her ally. In light of the fact that we share similar concerns and I feel you all in the room are not listening, I want to make clear that I stand behind her." All of this is in furtherance of redefining the privilege that being a cisgender man confers. I take that privilege and turn it into an obligation to respect even an overlooked woman's agency to speak for herself.

How do you help amplify women's voices, not competing with them for influence or for the sake of showcasing what an admirable feminist you are?

I think that my answer to Question 1 may serve as a response to this question, too. On a more personal level, though, I respectfully encourage women with whom I am friendly (as in, I don't just shout at random women in the street) to speak up. I try (and may not always succeed) in presenting my encouragement as a suggestion and not as pressure. Women – and Black women, women of color and Trans women in particular – have always had to carry the burden of "speaking up" (educating; defending; fighting; protecting; loving), in some cases for hundreds of years and in the face of mounting discrimination and blatant misogyny/misogynoir. To say that I'd be unduly contributing to or increasing that burden by pressuring women is an understatement. But I think what has worked for me is highlighting some of the benefits that may come from speaking out and listening when a woman says she'd really rather not make her voice heard in the moment.

Outside of the context in which I've thus far enmeshed my answers – as in, those cases where women have something to say period – I think it best for me to shut my mouth. Seriously, I think an action that simple has the potential to transform the way that we all relate to one another in society. Try shutting up! It's fantastic. Men have done enough of the talking and even talking to say "I would like to amplify x woman's voice now, and I am a big strong man and yet here I am being a Feminist" is… too much talking. I apologize for the flippancy but really, a good way to create space for women to amplify their own voices is to let those women exist without explicitly taking any credit for it.

What this question doesn't get at, though, are instances where men may have additional privileges conferred upon them, say, by inhabiting a particular role in an employment context where they have considerable influence relative to female colleagues who might appreciate explicit amplification. I'm sure that other questions in the survey reach this subject and I plan to elaborate there.

What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?

That's a good question – it gets to the notion of character, or who you are when no one else is watching. I try to educate those men in my life who say, for lack of a better descriptor, stupid things about women or women's roles. I'm an open advocate for more women's voices and more women leadership in all fora. I'll put myself on the line with a male of considerable influence and power over me if I feel that that male is perpetuating grave injustice against women. Is all of this enough, though? I don't know. I think self-reflection as I've previously suggested can be a powerful tool, but only if you've accepted as a baseline that women are equal in all respects to men. That seems so fundamental to me but there are plenty of men who do not believe that or who say that they do but otherwise act in a manner inconsistent with that premise. I will say that allyship need not and really shouldn't be predicated on your familial relationships with women, and too many men are proactive in that regard only: "I have a sister and I would never want for her to be degraded or mistreated, and I believe she can and should be a leader". That's really great for your sister and for you, but if men are encouraged to respect women only if they have personal relationships with women or worse, that they need only respect those particular women and no other. Sincere, proactive allyship can take several forms but I think that those of us genuine in our effort to be good allies should keep these things in mind.

How do you or will you open the doors to more participation from women and women of color?

As a law student, I do my best to give Black women and women of color who are my colleagues the respect that they deserve. I have had the great pleasure of knowing and learning from these brilliant women, whose experiences and words foster a more enriching law school experience. I'm grateful to them for their candor, resilience and grace. Perhaps the best way of paying it forward, apart from the respect described above, is to carry these sentiments with me into the Big Law world, where I hope to find myself once the dust settles in the wake of COVID-19. I don't know that this would mean me opening the doors. My hope is actually that they'd be the ones

opening the doors for me. But if we find ourselves in opposite roles, I'd make it my mission in life to bring them into leadership and other comparable positions of influence. I'd amplify their voices in lieu of mine and yield power to them for the sake of shifting the paradigm for the better. In the legal profession, especially, we need more women leaders and women's voices to dominate the conversations and trajectory of our work.

Do you attribute an idea to a woman who offered it, and you endorse worthy ideas and ensure the appropriate person is remembered for them?

Yes, and yes. I need not elaborate here. Men: if you aren't doing this, start doing it. Give credit to your colleagues where credit is due, especially if they're Black women or women of color whom you needn't forget are often relegated to the sidelines in spite of having what are likely better ideas than you have.

Are there times when you have or will privilege some women over others?

I don't know that I would characterize it as "one over the other", but I'm particularly mindful of the consequences brought to bear when fights for suffrage and broader civil rights coalesced in the earlier part of the 20th century. Prominent activists, suffragettes and reformists who also were Black women, like Ida B. Wells and Mary Terrell, did not gain full acceptance from their white, female counterparts, many of whom had been opposed to Wells' and Terrell's support for the 15th Amendment's promise of enfranchisement for Black men. There is no fight for equality of women that does not begin with an acknowledgment of this historical exclusion, which traces the intersectionality of race, sex, gender and politics. In this regard I think there needs to be an emphasis on Black women's voices in movements for change, inclusion and equality. To the extent I hold this view, you might argue I am privileging those Black women or other women of color who historically have been deprived of certain rights. But I stand behind my decision to do that because it's about time we amplify the voice of the voiceless. There is nothing wrong with bringing these women to the forefront of conversations where their input has historically been devalued or ignored. It is what we ought to be doing day in and day out.

On a scale of 1 to 5 (1-not comfortable, 5-very comfortable) how comfortable do you feel in your ability to fully be yourself at work/school?

4

The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts. How much do these descriptions relate to something that you have experienced?

I don't intend to paint men as victims but there is a great deal of truth to the concept of toxic masculinity, which controlled me for a greater part of my life until I reached college-age. I don't know who or what I did this for; why I worried so much about how I spoke or sounded to others, or why I tempered or hid what I was passionate about or interested in. I guess I did it for myself,

mostly – as a defense mechanism, in light of the fears I had of being judged for all of the above. Crying is a big one, too. Crying is apparently not masculine at all; only women can cry! It's completely bogus, not to mention scientifically inaccurate. But it was a very real thing that I dealt with, this sort of rejection of all that had been deemed "feminine" by the powers that be, whether they be my culture, parents or the media. Today I'm far more outspoken about the need for us all to dispel those myths about gender which for so long told men that they could not or shouldn't wear certain colors or articles of clothing/accessories. We're at a point where we've acquiesced in the gendering of (or overt association with a particular sexual orientation) fragrances, interior and exterior car colors, hair styles, sports interest, and dance or acting ability, to name just a few. This is a status quo worthy of prompt disruption. We're hurting one another and ourselves when we agree to play by rules, we did not ourselves write.

When you see men and women paired together on television, in movies, or other media platforms, what tends to be their relationship? How often do you see women in leadership roles on television? Women of color?

Television and film generally adhere to rigid conceptions of gender, sex and sexual orientation. For the showrunners, producers and directors who haven't yet adapted or refuse to adapt to emerging trends – respect for Trans rights; respect for Black women and women of color; recognition of the fact that gender is a fiction and the stereotypes around such social constructs, pernicious and misguided, at best; acknowledgement of the fact that gender and sex and sexual orientation are not at all the same thing (the list goes on) – I think they'll eventually find themselves in the minority. Thankfully we have women like Shonda Rhimes, Ava DuVernay, Lulu Wang, Kasi Lemmons, Brosh McKenna, Jenji Kohan and Snyder Urman at the helm of paradigm-shifting art disruptive of the status quo. Still, I think the issue is that there aren't enough women in these writer's rooms. Until then, we'll see very little cultural change in our shows and movies. Cold and calculated female antiheroes; Black women, Latina women and other women of color not being defined in a one-dimensional way that is relentlessly emphatic about their Blackness or Latina-ness or mere ethnicity, if you will; flawed men; the depth and complexity of different female friendships; and non-male centric families all tend to defy narrative norms. I'd like to see more of that, and the onus is on men in the industry not only to bring women into the fold but to yield power to them. The time for change is now, when the greater part of the world is demanding it.

Do you fear allyship or resulting backlash based on how the media portrays women?

There's backlash all the time, but I don't know that it has to do with media portrayal so much as how society generally views women and their roles as compared to men. This goes hand-in-hand with the gender norms question you asked me earlier. Look the fact is that most of the men I know privately scoff at the idea of being a male advocate for women. That might be a product of immaturity (not at all a good excuse for a 27-year-old), but whatever the case may be, I just laugh it off. I'm on the right side of history and I'm on the right side with respect to my moral compass. Male allyship feels right to me, yes – but it also just makes complete sense? I don't know that I'm explaining myself properly but for me it is an absolute given that women are equal

to men and their contributions are as valuable if not more valuable given the historical struggle behind women's equality. There will be backlash for so long as ignorant, stubborn men (and even anti-choice conservative women, for example) insist somehow that men are superior and that traditional gender roles ought to be maintained.

K. M.

L '21

Interviewed by Zahra Keshwani

What does allyship mean to you? What is an ally and how do you define that?

I guess in the context of this survey, it would be someone who, I don't know, someone who does not belong to a certain class of people or doesn't share the same background. Someone who does not share the same background as someone, but still tries to support them in their expression of their own experiences and their own success. And also specifically in the context of America where we do have a stratified society where certain people, because of certain experiences and classes and appearances, have different challenges, if you are part of a class that does not face those challenges, then allyship is kind of using your privilege help people overcome those challenges and lifting up the voices and experiences of people who do not share your privilege.

Do you consider yourself to be an ally for women?

I hope to be. I'm sure I make mistakes, but I hope to be.

Do you consider yourself to be an ally now, or is this something that you're aiming to do in the future?

I like to think that it's now and in the future.

Since you're saying now, what do you think you have done to show support or serve as an ally for women?

I think some of it is just being mindful, when you're speaking, interacting with people, etc.

Mindful of what?

I guess how much space you take up, just various things. So I guess in the classroom, making sure that you're not monopolizing conversations, you're not minimizing other people's experiences, or just taking your own experience for granted as something that, I don't know – just being overconfident? In other situations, it also means not to play into implicit bias and stereotypes and making judgements about people because of things like their, well I guess are we only talking in the context of gender?

Yea, for now. But you can talk about other things.

Yea, so I guess in this context, not playing into implicit bias. And, to some extent, going in the opposite direction because I believe in affirmative action and things like that. So just, I, many times, if there are many women in the room and I'm the only male there, I won't say anything and will cede space. Also,

especially in the context of the Mexico trip which is very focused on reproductive rights and justice which is very uniquely – all of the burdens that we are trying to challenge do disproportionately challenge women. So, realizing my space on that trip as an ally and not as someone experiencing this means that my role will be using my privilege to lift other people up and not speaking from a place of authority and experience.

So, a couple things. First, you mentioned that where women's voices are suppressed, you try and draw attention to that and not take over for them. How do you bolster and draw attention to women's voices?

Limit your own – that's my main one. And then in places where I have been given power, so I guess in leadership positions on campus, just making sure to use that power to distribute as evenly as possible or as unevenly as possible towards fixing it as possible, i.e. giving positions of power to diverse women and ceding or deferring to their ideas and giving them more, I don't know, just deference.

Second, you mentioned a Mexico trip. What made you decide to go on this Mexico trip, what is it, and how does this help in your decision to be an ally?

So the Mexico trip is with IHRA, the International Human Rights Advocates. We will basically be partnering with two organizations, non-profits, in Mexico, that are working to promote reproductive rights mainly for women in Mexico. I'm specifically on a project that is going to analyze cases in which reproductive rights, such as access to abortion, have been limited for women and in which they have been incarcerated and trying to look for ways in which we can use international law (specifically the Inter-American Court) to challenge the infringements on their rights and maybe change laws and provide them with greater access to these really important health services. So, that will be mainly in a research capacity, helping these organizations that are in Mexico. I decided to go on the trip because of various reasons. I've never been to Latin America before, but I work with lots of Latin American people through my work in immigration. I think it would be a great to interact more with hugely diverse group of people. Secondly, the mission of the trip is really important, especially after taking Dorothy Roberts' class, I learned a lot about that area of the law. Again, I think it's going to be a really interesting exercise navigating that space as someone who, depending on what aspect of reproductive rights and justice (because obviously some parts of it does affect men, but the majority does not), navigating that space where I cannot speak from experience and to a large extent, I will never understand what these clients are going through, in a very fundamental sense. Like, I can use empathy and sympathy to understand it, but I will never experience it. So, navigating that space is going to be the core of allyship because I can speak from whatever my observational opinions are, but, again, I will always defer to the people around me because the rest of the trip are women and they will have a greater understanding of that, I think.

To be an ally, is to bring intersectionality to the forefront. Gender is only one axis of difference and you've talked a little bit about that. So, how do you or will you open the doors to more participation from women, and specifically, women of color? And then, giving you a compound question, but to that end, how do you make sure women, and especially women of color, literally take seats at the table, rather than standing on the sidelines?

So, I guess, just addressing intersectionality, I guess that's just, um, just adding intersectionality in how you approach the world is really important. You're not just going to think in terms of pure identities, secretarian politics. So, it's not enough to say, "oh look, we have/our board is composed of 50% women, yay we've achieved equality." There's a lot more nuances that go into that. Just, looking at statistics of race as well, but not just individuals. You can't just say, "we have 50% women, we have whatever percent, or greater than 50% minorities," you have to actually look at them together. So, I guess, just having a more nuanced view of things so you're not constantly isolating different statistics, and you're not purely statistically driven. And I think that does lead into your next question, because even if you do have wonderful statistics of people of various intersectional identities that are very diverse and providing all of these different perspective on things. If they are on the sidelines and not actually in leadership positions, then you probably haven't achieved an idea of equality. I know there are many different theories of equality, but we'll table that. So then how I will go about trying to make sure that takes place…I guess, this is a question based on what I can do, so I guess first that means I have to have a certain amount…like exercising the power that I do have. So in ways such as voting, in ways such as – well how I go about interacting with people, that's where I have power. So, educating myself on issues that don't necessarily touch me by associating with a wide group of people that can provide the perspective that I need to make those decisions – that's important. I think, also, I guess, in just my interactions with other people, it's just trying to maintain or be up to date on issues or stereotypes on how people interact. So even in things that I can't fully understand myself because of my experience, if I'm interacting with a diverse group of people, if I'm constantly reading, and learning more about these theories and major biases that are coming out, then I correct my own biases in my interactions with people. And then to the extent that I have other power from leadership positions or whatever, it's about being very conscious about how you wield it and going out of your way – not even out of your way, it should be part of your values to just make sure that you're incorporating intersectional identities and improving diversity. I remember for the PLIRP board, that was a very big thing for me because I knew that me and Adam were both males and I am half white and he's white and most of our board was white so it was very very important to me that when we were picking 1L reps, that I was gunning for all of our, or adding diversity to our board to make sure that we weren't trying to represent such a diverse group while being a very un-diverse group because that would make very little sense, and I'm sure we would overlook many things.

Data has shown that when women do speak out, they can be ignored or have their ideas taken. Have you seen this happen and as an ally, how have you or how will you address this?

I've definitely seen it happen.

And what have you done?

So I definitely haven't spoken out in class when I've seen it happen. I don't know whether that would be super productive…maybe it would be? I don't know, I think it's an interesting conversation to have.

Why do you think it wouldn't be productive?

Because, I feel like just getting very combative in class…I think that I've seen it a lot. If the woman is someone that I know, I definitely talk to them about it afterwards because I know it can be really frustrating when no one acknowledges it and everyone just nods along and says, "ah what a great thing," to the person who is echoing what they said. So just reassuring them that that's not the case and that I saw how the other person totally took your point and tried to make it theirs. Other than that, I have not spoken up in class because I don't really like cutting people off in class regardless of what they're doing. But I think that this would actually be an interesting conversation because maybe it is good to cut it off right when you see it. I don't know.

You mentioned that it wouldn't be productive to raise your voice. Why do you think that?

So, I think that obviously it would be productive in the sense that the person that is doing it, that is taking someone else's idea, like is immediately kind of called out for it. But I don't know whether that's going to…like if that person is receptive to it, then it's productive. If the person just feels liike I'm kind of silencing them or whatever stupid defenses people come up with, then I feel like it can actually hurt the cause because then people will say, "oh we live in this culture where I can't speak because I'm a male," and that's just not true. Whereas, maybe, approaching it a different way where you more empower women rather than cutting down men (even though I'm totally willing to cut down men), that might be more effective.

When you talked about productivity, you only talked about it in the context of how it affects the man. Why is that?

Um, no. I think that was because, again, my original answer was focusing on supporting women. Like going and actually talking to her about it and that's how I would do that. My main concerns with whether or not it's productive were only speaking to the man. As in like, if I call them out in class, my worries about productivity is only because there is detriment to, whatever, like the person in power here actually ceding light to women. Whereas I think that my general approach has been, in the past, to try and go lift up people that are behind.

What are your ideas on the world of work and the law firm when it comes to assumptions about gender, race, and sexuality?

My general opinions?

Your ideas – the general assumptions that you think exist about gender, race, and sexuality in the legal world and law firms in particular.

I don't know. To be fair, it's a broad question and I haven't worked in a law firm so I can't really speak to that a lot. Yea, I don't feel comfortable speaking to the law firm environment even though, I could go based on speculation and what I've heard, but I don't think that's really productive. I could talk about my summer internship after 1L which was at a government agency and it was in a legal capacity so maybe that will be helpful in some way?

Yes, please.

Yea, so, I thought that, for the first thing, it was a work environment that I thought was not generally toxic or sexist because they head of my group and the second in charge of my group were both women which was pretty amazing. But, even in that capacity, I felt that…

Where did you work?

In the SEC, in the Enforcement Division, in Washington, DC. And so, both of the women were, I mean both of them were incredible attorneys, they had a ton of experience, they were great mentors as well, I really appreciated them. I did remember one instance, in particular. I'm sure there were many and you could probably talk to them for more, but one instance in particular, people were talking about, of course the three white men in the group were talking about microaggressions and how that was such a stupid concept and how they had to attend a – I don't think, it was an HR training or something where they had to learn about implicit bias and they had to learn about microaggressions and how you without realizing could make a statement that is kind of offensive, or at least make someone feel a little bit bad about themselves, or something like that. The basic concept of microaggression they did not buy it and were like this is totally ridiculous. And it was really funny that –

Was it only the men?

Oh that was the most striking part of it. So it started off with the three men and then my supervisor who was the second in command, who was a woman, she actually came in and said something that was also kind of a microaggression. Oh, no, no, no. I totally remember what happened now. She said the first time she walked into her law firm, she was speaking to one other woman and she automatically assumed that it was going to be her secretary, when actually it was another first year associate and she realized that she had made an implicit bias assumption based on the person's gender and the way they looked and something. So she was kind of trying to say, trying to challenge what they [the men] were saying that we don't really make implicit assumptions anymore and that this isn't really a problem and that we don't really need to attend these trainings by problematizing it by saying that people can discriminate against their own class, I guess? I'm oversimplifying it, but she was saying, as a woman, against a woman, based on stereotypes. I thought that was an interesting experience. I stayed completely quiet because it was not my place to speak. But just the whole concept of them talking about microaggressions when I was literally the only person of color was a microaggression. But that's fine. Oh and they made all sorts of comments about sexual orientation which was kind of annoying. It's part of life.

What were the comments about sexual orientation and what was annoying about it?

Uh, it was during pride month, in June or something so there was a pride parade happening in DC and it's actually really huge. And, um, it was weird in that you could tell that they were uncomfortable with it, but that they felt an obligation to go, which was kind of weird. And so they were asking each other, when I knew all of them were straight, what their plans for the pride parade were. And that just struck me as really interesting, because I guess DC is very much known as a very big, gay city. But, it's gotten to a point where it's almost appropriated. Like, I think most of the people that I saw going to the – no, I

cannot say that. But I do know that the people at work that I had experience with were all straight or at least married to people of the opposite sex – can never assume anything. But they were all attending the pride parade and that blew my mind because I didn't feel comfortable at the pride parade as a bisexual man.

Do you think that was appropriation or do you think that was them showing their support?

So that's a big question with allyship, right, because it's one thing being an ally and one thing being appropriating. And I think what made it uncomfortable for me was that, like you could tell from other comments that they made that they weren't comfortable with some of the more traditional aspects of pride. So like the pride parade, I don't feel comfortable in, honestly, because there's a lot of, well traditionally, for people to go and perform and just be whoever they wanted to be, even more outrageous than normal, because that's where it was accepted. So people show up naked, people show up in all – dressed up in all sorts of genders, wearing whatever they want, and that's great and that's the purpose of pride. But that was uncomfortable for the straight people that said they were going to pride and it's like sure, they were going to show their support, but they were uncomfortable with the very premise of pride. And it's like, I don't know, that made me uncomfortable. I couldn't really express it. It was also just that DC, as a city, I felt that during pride month, rolled out flags on every single business, and it was actually, clearly the commercialization of it. So they were clearly just trying to monetize their support for gay rights during pride month when I didn't think they really, that there was really any support there. Of course, maybe they are donating to really good charities and impact litigation, who knows? Maybe.

How would you help a company start a program to attract a diverse talent pool that wasn't about numbers, that's not about what you were talking about – just to show statistics?

I think, a lot of it, and I hate that this doesn't play into the allyship card, but a lot of it is just talking to people who have your experience. I mean to some degree it was great when I was talking to partners who are straight, white, cis men and they cared about allyship and diversity and everything –

Did they know you were a bisexual man?

Oh I wasn't even talking about supervisors or anything. And also, I meant like recruiting for law firms. And yes, they most likely knew because I submitted that I was part of SALSA and LAMBDA. But yea, it was great. And I would ask about diversity and stuff. So they would talk about how they valued it, but what really made the difference for me, was when I was able to talk to South Asian associates and when I was actually able to learn about their experience. And I asked them, like one question about like what are diversity initiatives, but what really mattered was that I was asking also about their own experience. So I was like, "what is a day to day work environment, for you? Do you feel left out? Do you feel singled out? Do you feel called out in any way because of xyz identity that you have?" And hearing people's stories was the most important. And it was never perfect anywhere I went, but I think just showing that there are already people that are there that are navigating the space and can help you navigate the space was really important. So I guess that's not answer because it's circular because I'm saying the way to attract more diverse people is to have diverse people there, but maybe, what they can do is make more of an effort to

make those people more available, to lift up those people's voices, and to have opportunities to have diverse people communicate to diverse people at the firm.

What are your ideas on hiring practices that are clear and transparent, like blind resume evaluations, evaluating resumes without names attached in order to reduce potential gender bias, etc.?

Really interesting. I'm not qualified to speak about it at all.

Well what are your opinions and ideas about that?

It's interesting. I think this goes a lot towards the affirmative action debate because on one hand, you can say that being color blind is what we want to do. But, that's what we want to do if you already reach perfect equality throughout the society. But, if you do want to have programs that are attracting diverse talent, it's recognizing that just because someone's numbers or statistics or experience aren't what another person's is, it doesn't mean they're not qualified or that they're different in some way. You kind of need that data. So, it's like, you could say, we'll do blind college admissions and just accept the people with the best test scores and the best GPA and then you'd end up with a very white, upper class class. So I think there are certain benefits. Like I've definitely read a few studies where there are, like you would submit the same resume to the job and one would have a stereotypical white name and one would have a female name or one would have a, like a stereotypically black name or something of that nature. And then there would be clear differences in the hiring results. So I think those studies are really important and maybe doing some form of blind resumes, you'd have some benefits in eliminating those types of biases. I think what it comes down to is if you have a hiring office that actually cares about promoting diversity, then it's good to have everything out in the open so people can make an informed decision and say, okay this person's LSAT score…or we're talking about hiring so, okay this person's GPA isn't as high as another person, but they probably had to work just as hard as the other person to get the GPA that they have because they were constantly encountering whatever – all sorts of stereotypes and they didn't have the same resources growing up and all sorts of things like that. But, on the other hand if you have a hiring office that doesn't care about diversity and only wants to hire people that are looking like them, then blind resume grading could be great in that context.

So consistent with that then, what rules and criteria, if you had the option to do this and the opportunity to do this, what rules and criteria would you create for promotions and how would you eliminate gender bias in performance reviews since performance reviews typically tend to relate to promotions?

I am in no position to talk about this. I'm sorry, I really…

This is just in the future. If you had the opportunity to do this, how would you do it?

Oh my god. I just need to think about this – this is a big question. Okay, first thing because I know absolutely nothing is I would create a committee to study. So then there would be a lot of reading that was done on relevant studies that would help us shape a good hiring practice. The committee would also have

to be staffed with diverse people, hear as many perspectives as possible, and then the hiring practice wouldn't be set in stone. There would be a trial period and a feedback period because I would want to hear anyone that has any complaints or even the best laid out plans, because of implicit bias may still end up perpetuating implicit bias, so, you know, still having an open conversation so we get to hear all of those perspectives and try to adjust accordingly. So, just like making sure that it's open and, I guess, yea, I really can't speak to actual policies that I would put in place.

You talked a little bit about how the training that HR made you go through or made full-time employees go through at the SEC created some tension.

Mhmm. I think trainings are bs, but that's fine.

Well, this will be fun for this question then. What are some sexual harassment policies and interactive trainings you would put forth in the workplace?

I don't think trainings can convert a person's ideas – fundamental ideas. I think trainings can maybe make people aware of interesting facts, but I don't think it's going to fundamentally change someone's experience, but that's obviously based on my own experience. Would be totally open to statistics that point the other direction. Would be very happy because training programs are such an easy fix. I feel like corporations, schools, whatever, constantly turn to training programs as if it were a band-aid that heals all of the race issues. And so if it actually does end up changing people's perspectives, I would be really happy because it's so easy to implement, but I really don't think it works.

Okay then going back to how you talked about having a committee to study, what would be the rules that you would put in place for appointments to such committees? Like how would you pick who goes on that committee?

So, first I would identify a goal of the committee and then I would choose people according to the goal. For example, if it's meant to be about diversity and inclusion and making sure that people aren't systematically held back because of certain character traits that they can't help, then it honestly doesn't make sense to use a metric like "oh we want to have the people on the committee represent the national population" or something like that. No we would probably be better staffed with all minorities of some type rather than people in positions of power. I thiink key people to include on that committee would be people that are already in positions of power that are already women leaders, that are of diverse sexual orientation, race…And of course, even the word diversity is stupid to include at this point, but when I say diverse, obviously, in the American context means a very specific thing.

I want to talk a little bit about the MeToo movement. How has the MeToo movement shaped norms of masculinity?

Norms of masculinity…

Do you want me to ask the follow-up to it too while you think?

Sure.

Obviously men mentoring women can make a large impact, but there has been tension about that since the Me Too movement. Do you fear backlash in such a setting? Or do you think that fear is valid for other men?

Um, okay, so, I'm going to try to address piece by piece but I'm probably going to go in a hundred different directions. First thing, the idea of men mentoring women could be helpful…I don't know about that based on my own personal experience and my own personal experience alone. I can't speak for everyone. I haven't found, like, the types of, or the most important mentorship opportunities for me are the ones where I can talk people about certain experiences. So, like, I really valued, um, when I decided on my law firm, I spoke almost exclusively to Indian associates. And so hearing their experiences was much more valuable to me than hearing the hiring partner of the best law firm in New York talkiing to me about diversity as a white man. And so it's like you can say that that was an amazing opportunity for me to talk to this really insanely high up lawyer and how he cares about diversity, and I'm sure there's a lot of…

Not in the sense of diversity. In the sense of, consistent with the work that you're trying to do. If the person, say there is, or the head of the firm is doing the work that you inevitably want to do, and your best chance of succeeding at that is getting mentorship with that person, that relationship would inevitably help you achieve your goal. So in that sense, if the genders in that situation were a man at the top and a woman subordinate, a lot of men now fear backlash because of the MeToo movement. So in that setting, do you think that fear is valid and would you also fear backlash?

I mean, I think the fear is overblown. I mean, just don't rape people or sexually harass people. Okay, I'm trying to put myself in other shoes at this point. So I know that my father who is a male surgeon who takes care of primarily breast cancer care. So he has to do breast exams all the time – it's a very standard procedure and he always calls a female nurse in at the same time to supervise because he doesn't want to get accused of anything. Um, I would potentially argue that he has somewhat of a point because he is literally, physically touching another woman's breast and people, depending on how much medical care they've had, don't know what is an appropriate breast exam and what is not. So I totally understand that mentality. But I think in the context of just, in the legal field where mentorship just looks like, I don't know, maybe just like talking, career advice, coffee, things like that, it's probably unfounded fear. I mean, just don't sexually harass people. And also, be open because I feel like a lot of people, because of their own ignorance, believe that certain behavior is acceptable when it's not. So if you do do something, and the woman reacts negatively, then you have to be open and apologize. Of course I totally understand that that puts a lot of onus on the woman to protest behavior that is not okay. I don't know. I don't have that fear. I don't know whether I can judge other people for having that fear. I think the MeToo movement has been generally positive in that it's brought so much attention to the issue so hopefully men are educating themselves on what is appropriate workplace behavior so they don't have to go through these lawsuits because they are sexually harassing people. Who knows.

I'm going to shift gears a little bit towards work-family policies. And I'm going to give a little bit of background before I ask the questions.

Okay.

Work-family laws have the potential to advance a radical substantive equality approach which seeks to protect the rights of both men and women. Such reconciliation policies and laws are key to combating negative stereotypes that exclusively confine women to caregiving and assume that men cannot provide caregiving. While the gendered nature of family leave policies results in subordinating the woman, both in the family and in the workplace, allyship can show how gender egalitarian parental leave policies can dismantle the many historically embedded gender stereotypes. So, as an ally, how can you transform the social value attached to child-care, including the role of both parents in caregiving equally?

That is interesting. We talked about this in con law a lot. Um, yea, no I think on the most basic level of analysis, as long as you're only extending child care leave to women, you're enforcing the stereotype that their role is child care. That men have to be working to support and women should not be doing that. Totally get that. So in a sense, extending it to both parents allows the family to make whatever decision makes is best for them regarding parental care and child care regardless of gender. At the same time, I think a lot of what we talked about in con law was if you do extend equal family leave regardless of gender, a lot of times because of the types of structural biases we have, women will still end up taking the leave and men will not. And then, and particularly conservative members of our class brought up that he felt that even if he had child leave, he would feel that he could not take it because of the bias in the workplace that he was expected to work through his wife's pregnancy, delivery, and early child care because that was the standards.

So then there are two parts to this. One is the social value attached to it and the other is equalizing policies. So how would you play a role in constructing the equalizing policies and constructing care as a policy issue?

We toyed around with mandatory leave for both men and women which was kind of interesting.

What are your thoughts on that?

I think it goes a long way to showing that the workplace does not espouse this view that men should be working and it eliminates some of the uncertainty, but it takes away the autonomy of the family to make that decision because if the family does decide that the women is the best-suited to take care of the child in their particular situation, then it takes away – well if they're both paid, then I think that's also very important. If people are also making a financial decision on whether they can take care of their child or make money, that obviously shifts a lot. If both are paid, then I think that takes care of one important thing. And then, mandatory policies could be a start, but I would definitely phase it out because I think it's paternalistic and maybe make a point in the stage where there is still a significant disparity in treatment, but I think, but then eventually phase it out to a time where we hopefully don't have those disparities or ideas about child care and assigning it to gender and allowing families to choose what is best for them. Also this is in the context of all heterosexual couples…

So you touched a little bit on a lot of what I'm about to ask you about, but if you can expand on it that would be great.

Yes, please focus my thoughts.

Supportive work-family policies have become increasingly more common – which is great. However, research shows, consistent with what you've said, that men's responses to these policies are shaped less by their own personal beliefs, and more by their perceptions of what is accepted and expected by their male peers. So what are your views on work-family policies such as parental leave, flexible hours at full pay, and part-time work?

I mean, I think the key is creating the work environment where there aren't stereotypes and there aren't expectations that are different for men and women. I, obviously, believe that every family should make whatever choice is best for them and should hopefully be facilitated by their employer to make the choice of whether or not to have a child and have the ability to take care of their child. Not having to make major financial decisions, i.e. whether I can afford to take time off or not or whether both can or who should it be. Um, I don't trust employers to do that because they're fundamental purpose is to maximize shareholder value.

Okay, I'm going to ask you a couple of scale questions.

Oh okay, interesting.

So 1 is not likely at all and 5 is very likely.

Okay.

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely would it be for you to request & participate in work-family policies (i.e. Parental Leave or Flexible Work Arrangement) if your family situation made that need applicable?

Is it paid?

Yea. Either parental leave or flexible work arrangements. Like if you had the opportunity, if you had the financial backing, how likely are you to actually participate in such policies?

I mean, again, it would still depend a lot, consistent with what you were saying on what the expectations of the work environment were. Because if this were going to seriously destroy my career trajectory, then it would be a major consideration.

Destroy your work trajectory in the sense that other male peers would have a negative view of you or

I don't speak to men so I couldn't care less. But I also understand that as soon as I get to the work environment and it's literally ruled by men, then that's going to change. I wouldn't care as much about their perception of me taking a child caring role, but I would be concerned that they think I don't care about the company, or that I am a bad employer because I'm taking days off. Things like that. Whereas I guess that's the value of a mandatory policy.

So then, I guess, on a scale of 1 to 5 (1-not influenced, 5-very likely to influence), how much of your decision to participate in the work-family policies is influenced by your perception of what is accepted and expected by leadership/management and your male peers?

That's very important.

So very likely? 5?

Yea.

The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts.

Gender is entirely a performance.

How much of these descriptions relate to something that you have experienced?

Oh 100%. No, it's…masculinity is 100% a performance. And I think, I don't know, I've always thought about it a lot. Is this a 1-5 question?

No.

I mean all of this has applied to me. All the time. Especially my experience, being bi, I know that I change the way I behave when I'm interested in a girl versus when I'm interested in a guy. I have to perform my gender in a different way. I have to perform the way I act, the way my voice is, the way I move my hands, the way I dress. Um, all of this is also fundamentally tied to stereotypes about masculinity. So like when I was saying if I'm interested in a girl, I would have to be dressing more masculine or acting more masculine in a certain way and then the opposite sometimes in men but also not because sometimes there's also a weird fetish with masculinity among gay men. So, yea. I mean just also because a lot of the traditional masculine characteristics don't come naturally to me and I don't know whether they come naturally to a lot of people, but, so, I've always had to think about it a lot. And, so just constructing that type of personality, those types of responses, definitely reinforced by my parents and society and friends and things like that. So, definitely.

What role does cultural differences play, if any, in your attitudes towards masculinity and allyship?

I mean, yea. I mean it plays a big role, obviously. Am I supposed to give examples? What are you looking for?

Whatever you want to share.

Let's see. This is interesting. I don't know. I think both because, well I have to first go through a saga. My father is white, like 400th generation American and my mother immigrated from India. So, definitely, you could tell I grew up watching their experiences be very very different for a variety of reasons. So, understanding cultural norms and how they can impact the way you think, the way you experience the world was a part of my everyday life because I witnessed it every single day. And then, also, the fact that I was predominately raised by my mother means that I relate very very strongly with her culture and her values. And then, it's been kind of a shift because she's been…just her Indian values shaping views of masculinity and even ideas of femininity. Like, activities that I was supposed to be partaking in…

What were her ideas of masculinity?

Just like sports, all of the things that you were mentioning – like I should definitely be self-sufficient. Whenever my dad wasn't home, I would have to be the man of the house even if I was ten and completely incompetent and my mother is the most competent person that I know. It was like, "oh now you're the man of the house," and it's like no, mother. You've been running this house my entire life.

And what does your mother do?

She's a doctor. Yea, I don't know. I guess just her ideas, to a certain extent are the way we would perceive them in America because, slightly more on the conservative end because Indians are on a different scale and can't really be translated here. But, yea. As a result, I feel her ideas of what I should have been didn't always match up to my ideas. But, I think that's always a generational thing and the cultural aspect of it may have just enhanced it in certain ways. But also because she raised me according to her cultural beliefs, I'm sure I also have those beliefs, kind of inside me, implicitly, a lot. And I'm sure you can tell more than I can because the whole point of implicit bias is that I don't know.

Okay, great, thank you so much!

C.Z.

Interview by Michael Machado

How do you define allyship? Ally?

For me, Allyship is a form of conscious association with, and proactive support of, an underprivileged person or group. An "ally" forms these associations by, in the first place, trying to understand the issues facing those they are supporting, and thereafter or concurrently, using their privilege or power to facilitate change. Someone ought to be designated an "ally" not purely because they – from an internal viewpoint – believe in or support a certain unprivileged person or group, but because they have embarked on the conscious journey of allyship, which, as stated above, constitutes education and enacting change.

Do you consider yourself to be an ally for women? How so?

I consider myself to be an ally for women. For me, this means that I proactively engage in critical discussion on topics concerning women's human rights, whether informally amongst friends or formally in the workplace/during my education. During these discussions, I ensure that I practice deference towards the views and experiences of my female peers, so that I can understand the heart of the issues facing women. At the same time, I encourage and work with my male and female peers to think about how these experiences can lead to tangible change. Ultimately, I see critical discourse as the best way for me to understand women's issues, and in turn, facilitate meaningful change in later life, when I might be even better positioned to support the feminist cause.

How do you speak up for women when they are overlooked?

As someone who has relatively little power, compared to those high up in government or business, the occasions in which I have spoken up for women have usually involved personal and somewhat minor interactions. However, when I have been in a position to speak up for women when they are overlooked, I have done so. For example, last year, I was invited back to speak at my high school, having been one of the first in the school's history to study at Oxford. During my speech, I talked about something that I had been told by a female friend – namely that Oxford had put on a lecture for female law students at the start of the semester, during which the speaker told the group that professors have generally observed a trend whereby women were less likely to "jump off the fence" in essays. I shared this story with my school, asking the female students to bear this in mind, and encouraging them to be assertive in their writing.

In essence, I have no general philosophy towards how I speak up for women when they are overlooked. Rather, I try to remind myself to look out for occasions – usually in a personal environment – where I can use my voice in support of women.

How do you help amplify women's voices, not competing with them for influence or for the sake of showcasing what an admirable feminist you are?

My immediate reaction to this question was to think – at the end of the day, the best advocates for women's causes are women. I often ruminate about past experiences in which I have taken

a feminist lead or advanced a feminist point, even though, upon reflection, it would have been more appropriate to step back and ensure that a woman took the lead or advanced the given point. This is perhaps a weakness of mine, which probably stems from being brought up in the social environment where men earn more than women for doing the same job, and men still dominate the highest positions in industry. Therefore, how I amplify women's voices is by acknowledging that I have this weakness and working on catching myself before I start competing for influence in a space or on a topic in which women would make better advocates or enact more effective change.

Data has shown that when women do speak out, they can be ignored, or have their ideas taken. As an ally, how will you address this?

Although the world is (slowly) moving away from counterproductive stereotypes and norms, we are not yet at a point where just giving women a platform to speak out is enough – as the question notes, data shows that women are often ignored and have their ideas taken. As an ally, when I assess these situations, I am conscious not to take agency away from a female colleague or peer who has spoken out simply by backing her idea – such a move can thwart the objective of providing support by undermining the female colleague's authority. At the same time, leaving ignorance unchecked, or failing to confront someone who takes an idea without credit, will also lead to a detrimental effect. I have concluded that the appropriate response to such situations depends on the specific circumstances – however, I am searching for a more definitive answer otherwise.

How would you help a company start a program to attract a diverse talent pool?

As I noted in one of my responses above, I have found that the best way to address diversity problems is to ensure that diverse groups are the ones solving them. As such, to help a company start a program to attract a diverse talent pool, I would encourage the company to put those from minority backgrounds in positions whereby they have a direct and genuine say over which talent is hired. From a personal perspective, as a queer-identifying male from a low-income background, I have found myself most attracted to firms with which I have had the opportunity to speak to those who are also queer and from low-income backgrounds. Likewise, where I have been involved in recruiting myself, I found myself best placed to attract those from queer and low-income backgrounds given my personal experience and consequent ability to relate.

How will you ensure there is no penalty for flexibility policies in the workplace?

Whether someone is an ally or not, everyone ought to support flexible workplace policies as a matter of economic and social logic. The Scandinavian countries are leading the way in their support of workplace flexibility, having adopted extensive and country-wide maternity and paternity leave, as well as a work-at-home culture (indeed, one of the reasons that the Scandinavian countries response to COVID-19 has been lackluster is because they already have a culture of flexible working). The upshot is that flexible workplace policies have proven their potential to increase productivity and improve general well- being. As such, to ensure that there is no penalty for flexibility workplace policies, whether advocating as an executive or as a policymaker, I believe that one merely needs to advance this logical argument, supported with empirical data.

On a scale of 1 to 5 (1-not comfortable, 5-very comfortable) how comfortable do you feel in your ability to fully be yourself at work?

The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts. How much do these descriptions relate to something that you have experienced?

4 – I feel pretty comfortable in my ability to fully be myself at work and school.

I believe that our generation has fared better than those before us with respect to the "man box". I have quite enjoyed, from an early age, showing dissent through non-conformity with masculine norms. I have also enjoyed the critical self-analysis that has resulted, in which I spend time thinking about whether certain attributes I possess are a product of societal norms or my own choice. However, that all said, I still often observe how the "man box" has negatively impacted other men and believe that my positive experience is still somewhat of an anomaly. On a side note, I have found the LGBTQ+ community to be far worse with many of the pressures described above, particularly the way men must look to be "physically attractive".

When you see men and women paired together on television, in movies, or in other media platforms, what tends to be their relationship?

In a similar vein to my answer to the previous question, I believe that, within the entertainment industry, the "needle is moving" when it comes to portraying women positively, albeit slowly and with a way to go. Growing up, men were usually the heroes and women were the lovers, awaiting their heroes return. Nowadays, although not that much has changed, we are starting to see more women portrayed as strong, independent characters, or as heroes themselves.

Does the way you see women in positions of power on television influence your view of women leaders?

I think it is incredibly important that women are seen in positions of power in the media, and I certainly believe that, growing up, seeing women portrayed in positions of power had a positive influence. One example that I can think of relates to Karren Brady, one of the judges on the UK version of 'The Apprentice'. She has often been held up as an excellent role model for young girls in business, and I certainly admired her as a young boy growing up, notwithstanding her gender.

Ryan Plesh

L'20

Interviewed by May AlAjlan

How do you define allyship? Ally?

I think allyship is as much about building interpersonal relationships as it is about policy. Being an ally doesn't just mean advocating for certain policies; it means developing an understanding of those with whom you're allying. An ally is someone who understands that and who prioritizes around it.

Do you consider yourself to be an ally for women? How so?

Yes, I try to be. I try to be aware of the environment that I'm in and that I'm helping to create. When other men fail to behave in a way that comports with a supportive environment, I try to say something. Additionally, if a female friend or someone else calls me out for saying something, I try to hear their perspective and take accountability.

How do you speak up for women when they are overlooked?

I try to do so in a way that's not abrasive. If you speak up a way that's too vociferous, it's not ostentatious, it's often counterproductive. The other men in the room won't take you seriously.

How do you help amplify women's voices, not competing with them for influence or for the sake of showcasing what an admirable feminist you are?

I think this is where building relationships comes back into play. When you ally yourself with women, it becomes easier for everyone to feel more comfortable. The situation shouldn't require a man to step in and hold the floor so that women can speak.

How do you bolster and draw attention to women's voices, and the voices of women of color?

Sometimes, for example in class, I literally raise my hand and then point to my classmate, when she has had her hand up but the professor isn't calling on her. Aside from those extreme situations, I think it's important that women get the opportunity to speak on an issue before all of the men in the room pile on with their opinions.

How do you help them to gain as large of an audience as possible?

It's important to do work behind the scenes too. For example, talking casually with your male friends about how influential some of your female friends are.

What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?

Again, I think it's important to practice what you preach, and to amplify the voices of women, especially women of color, even when they're not in the room.

Do you notice exclusion every day? Do you notice who are not there? Are you proactive? Marc Benioff, ED of Salesforce noticed exclusion and corrected it.

In short, yes. It's still astonishing to me, and I'm grateful for that, when I look around at so many spaces on campus, and there are literally zero women of color.

How do you or will you open the doors to more participation from women and women of color?

I think it will be important for me to recognize that women need to have mentors and people in their corner, and that I may not always be the right person for that job. In those cases, it's important for women to be connected with allies and other women of color who can support them.

How do you make sure women, especially women of color literally take seats at the table, rather than standing on the sidelines?

I've practiced this in my own life, at school and at work.

Data has shown that when women do speak out, they can be ignored, or have their ideas taken. As an ally, how will you address this?

One of the most important things is making sure that there is a critical mass of women and women of color in the discussion. If there isn't, those voices will be unheard.

Do you attribute an idea to a woman who offered it, and you endorse worthy ideas and ensure the appropriate person is remembered for them?

Yes, I try to always do this.

How have you put a woman/ women on center stage? How would you do it?

I would do this by making sure that it's not just a lot of men sitting around talking about what we need to do for the women in our workplace.

Are there times when you have or will privilege some women over others?

I've been guilty of this. I think it's important to keep in mind. Recognizing this allows you the opportunity to correct it.

If no formal format exists, how do you (or will) offer peer to peer mentoring? Schedule phone appointments? Find a coffee shop or office with other people around? How do you keep it professional?

It's definitely important to think about what will feel comfortable for your mentee. Providing them with choice is a good way to ensure that.

How would you help the company start a program to attract a diverse talent pool?

I would want to take it upon myself to bear some of this burden while also collecting input from any women of color who want to be part of the initiative.

What are your ideas on hiring practices that are clear and transparent? blind résumé evaluation. evaluate résumés without names attached in order to reduce potential gender bias.

This is such a big problem for so many entities. I think folks need to recognize their limits with respect to debiasing. Anonymity helps, but I think committees can play a big role in mitigating the biases we all have.

How would you structure the design and layout of the workplace to advance diversity (portraits, art, architecture, iconography etc.)?

This is obviously a tremendous problem, around the country, at the law school, and in untold numerous other places. It's striking that the vast majority of statues are of men. This needs to be totally rethought.

How would you create a policy on equal wages for equal work?

This should just be true already, but also, we need to have sick-time, maternity leave, and paternity leave policies as part of this.

How would you boost gender diversity within their own operations improving retention, and lowering the considerable cost of staff turnover?

It's important to help in creating a work environment that makes women want to stay and providing women with some autonomy over who gets hired will help.

What rules and criteria will you create for promotions?

There should be an objective rubric, but it should not be administered solely at the discretion of any one man.

How will you eliminate gender bias eliminated in performance reviews?

It's difficult for one person to eliminate this entirely, but again I think a diverse team can provide a much fuller picture than one man can.

What are the sexual harassment policies and interactive training you will put in place in the workplace? How will you deal with arbitration clauses in sexual harassment policies? New York and California have done away with this).

It's important that all employees be trained and onboarded with harassment training as part of their orientation.

How will you ensure no penalty for flexibility?

This should be national policy, but until it is, I would advocate for flexible schedules for anyone who is a caregiver especially.

What do you think of options for telecommuting?

It's become increasingly clear that almost all jobs can be done remotely.

What clear and transparent rules will you put in place for appointment to committees, leadership opportunities?

There should be some opportunity to participate for anyone who wants to.

What are the networking and mentorship/sponsorship?

There needs to be a strong network of women-women mentorship.

What is the corporate culture that elevates both male and female employees through appropriate symbols and non- stereotypical leadership roles?

Frankly, corporate culture is still behind where it should be. Women shouldn't have to feel like they're working at Sterling Cooper.

Will you put in place a program on male allies and sponsors?

Yes, I think this can be an important initiative.

What about a program to counter stereotypes?

I think this kind of thing is best handled informally.

How will you structure a company's core mission on diversity?

The company's core mission on diversity needs to be all-inclusive.

How will you structure the diversity committee and its reporting structure?

There should be a rotation so that the leadership has to change regularly.

What are the programs and plans for structured career planning, mentorship, role models and networking that you would recommend?

I would want to hear from my employees about what they want, and I would want some of these networks to develop organically.

What work/life balance policies through flexible work policies, support systems are available?

It's frankly really tough to envision how this will substantially change without some direction from the top, but companies can do their part to ensure flexibility for caregivers who need it.

Does the CEO and company take on the role of advocate of female employment within the wider community through raising awareness, launching initiatives and, in general, acting as ambassadors of gender empowerment?

Yes, this is important for the heads of powerful corporations and law firms.

Does the company create partnerships with external partners and the broader community on gender empowerment?

Again, through pro bono initiatives and employment policies, large companies can really shape the environment.

Is the diversity strategy focused on a relatively well-defined groups such as first-generation college graduates, female owners of small businesses, or mothers returning to work?

These groups and others like them are too often overlooked, and it's important for them to be included.

What are the partnerships with women-led businesses? Are there ventures to ensure they have access to capital?

Access to capital for women entrepreneurs is one of the biggest problems. There needs to be more done in this area.

Is women's empowerment part of the empowerment of women and part of corporate social responsibility efforts?

It needs to be a bigger part.

What gender equality programs or conferences is the firm engaged in?

The firm should sponsor events like this if and when possible.

How would you collaborate with organizations across industries on research and data backed initiatives that could help generate new ideas and strategies?

Big data is everything. The right data needs to be collected, and it needs to be studied and interpreted by the right people.

How would the Firm/company promote work outside of their organizations to advance gender justice and diversity?

Again, I think pro bono and other community initiatives, such as work with local nonprofits, can be really important in building community.

How would you create processes and incentives for those in the firm/ company to serve as a mentor for women in the community, particularly those seeking to engage in industries that have historically been difficult for women to penetrate?

If nothing else, there should be literal pay incentives for more managers and executives to mentor women and women of color.

How would you create provisions for annual bonuses, as a way to incentivize focus on and improve diversity?

Annual bonuses should definitely not be black box, as they are at some law firms. Basing bonuses purely on hours worked can be a problem too though. Again, I think committees have a role to play here.

How will you create external pressures from clients to improve together? "When companies like Microsoft make it clear that they factor diversity and inclusion in their hiring efforts, and will reward performance, it changes the way firms approach the work and the issue. it reinforces and accelerates our own work and makes it clear that there's a business case for diversity and inclusion."

Clients can be a driver of change, and they often are.

How will you develop Certification programs like the *Mansfield Principle* which calls for 30 percent women in leadership?

That seems like a wildly unambitious target. To hear Obama tell it, women should be in power for a while.

How will you encourage Male Champions of Change?

Some men will just be this. Others will need to be given a bit more incentive, such as with bonuses, etc.

What kind of global and local outreach program would you design? Examples might be supporting global symposia, leadership excellence for women awards and symposiums?

I would want to sponsor these kinds of initiatives whenever possible, and I would also want to have a policy of funding travel to such conferences and symposia for women and men who want to attend them.

How is the MeToo movement shaping norms of masculinity?

it's changing things, but frankly not quickly enough.

Men mentoring women can make a large impact. Do you fear a backlash?

The goal is to have a world where anyone can be an effective mentor for anyone, but we're a long way from that. In the interim, it's important to make wise choices about mentorship.

How do you understand that there are times when certain gender specific policies can serve a legitimate purpose, however, that these must be determined on a case by case basis?

Companies can implement a sort of "strict scrutiny" policy regarding gendered workplace policies.

As an ally, how can you play an integral role in constructing these equalizing policies and constructing care as a policy issue?

It's essential to recognize those people who will be allies and to build a coalition with them. Those people need to be empowered to speak up.

As an ally who will be in a decision-making role, how will you help prevent retaliation and unequal treatment upon parental leave?

If it were up to me, this wouldn't be an issue. However, I have to reiterate that this requires national policy change.

How will you advocate for Fair Workplace Policies?

I will be proactive by participating in committees and groups/

How will you send out the message that work family policies are important to men and women aren't the only ones caring for family members? Advocating for flexible hours, working from home, on-site child- care helps men and women. Observing how and when colleagues are evaluated and promoted can also be an important area where policies can be adjusted.

Yes, these are all good points. Holistic evaluation is really important. The whole candidate should be evaluated.

How will you develop caregiving policies for both sexes and offer suggestions on how to design leave so that the outcomes are more egalitarian?

Women and men should both be able to take advantage of caregiving leave policies. They need to be able to take the leave without fear of repercussions.

How will you address challenges that care givers (both female and male) face upon returning to the office?

Their reintegration into the office should be as seamless as possible, but the company also needs to recognize that being away for a year or even some months is going to demand a learning curve of the employee. Things will have chanted in that time.

What are your thoughts on on-ramping (flexible hours at full pay) and guardrails (predictable hours) to help those returning?

I think both of these are good ideas.

What are your thoughts on Onramp Fellowships?

I'm not sure why we don't have more flexible hours to begin with, but fellowships may be helpful.

How do you feel about flexhours or Agile Working Options, ranging from flexible hours to work from home to remote working?

I think all of these are great for everyone.

What are your perceptions on non-linear leadership tracks that take into consideration women with families?

I think law firms could do a lot more to support this. The partnership structure may complicate things, but it could be done.

What are your views on work-family policies, such as parent leave, flex time, and part-time work?

I think men and women should each be able to take up to a year off for parent leave. Flex time should already be policy, and part-time work at commensurate pay should be allowed.

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely would it be for you to request and participate in work-family policies (i.e. Parental Leave or Flexible Work Arrangement) if your family situation made that need applicable?

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On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely do you think your male peers would request and participate in one of the company's work-family policies (i.e. Parental Leave or Flexible Work Arrangement) if their family situation made that need applicable?

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On a scale of 1 to 5 (1-not influenced, 5-very likely to influence), how much of your decision to participate in the work-family policies influenced by your perception of what is accepted and expected by leadership/management and your male peers?

2

On a scale of 1 to 5 (1-not comfortable, 5-very comfortable) how comfortable do you feel in your ability to fully be yourself at work?

3

The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts.

How much do these descriptions relate to something that you have experienced?

Very much.

What role does cultural differences (regional, ethnic, religious, class) if any, play in your attitudes to masculinity and allyship?

These cultural attributes are always present and trying to abstract them away helps no one. it's important to recognize the relative privileges that one enjoys in some spaces.

When you see men and women paired together on television, in movies, or other media platforms, what tends to be their relationship?

They're often lovers.

How often do you see women in leadership roles on television? Women of color?

Almost never.

Does the way you see women in positions of power influence your view of women leaders?

Undoubtedly, media and artistic forms have a profound impact on how society perceive the roles of women and men.

Has the way you have seen women in positions of power on television influenced your actions or decisions to be an ally for women in your professional life?

I would like to say no but I'm sure that subliminally, yes, that has been the case.

Do you fear allyship or resulting backlash based on how the media portrayal of women?

In a word, no, but that's probably because of the subcultures I belong to. I don't know many people who voted for Trump.

Chihiro Tsukada

LLM, 2020

Interviewed by May AlAjlan

How do you speak up for women when they are overlooked?

In Japan, where I had lived for more than 25 years, there are still many discriminations against women especially in connection with hiring, promotion and something like that. Since I was relatively young and most of the discriminations are furtively carried out, I could not usually do anything. However, I am trying to say that it is unreasonable to the person who discriminates, when not only women but anyone faces discrimination.

How do you help amplify women's voices, not competing with them for influence or for the sake of showcasing what an admirable feminist you are?

Regardless of who discriminates against women, I insist that there is discrimination and it should be prohibited. The important thing is to clearly express my own opinion that any discrimination based on sex or any other unreasonable reasons can not be acceptable.

How do you bolster and draw attention to women's voices, and the voices of women of color?

I keep insisting that women's voice and the voices of women of color should be heard as well. For example, when my secretary at the law firm told me that she didn't want to work with a specific attorney with a reasonable reason, I told what she thought to the firm. Her request was in the end accepted.

How do you help them to gain as large of an audience as possible?

To affect a large audience, I should be in a high-ranking position in my society. Honestly, my ultimate dream is to be a politician in Japan with legal expertise. With that position, I think I can greatly help them to gain a large audience.

What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?

The first and most important proactive allyship could be being an attentive listener. Listening to others attentively is always the very first step to understand the existence of problems. When I notice that minority groups are excluded and confirm that the reasons are unreasonable, I first ask the reason why they are excluded and then insist that they should be invited.

Do you notice exclusion every day? Do you notice who are not there? Are you proactive? Marc Benioff, ED of Salesforce noticed exclusion and corrected it.

As a president of LLM class of 2020, I have seen lots of inequities compared with JDs. Of course, it is understandable to certain extent that the school tends to put an emphasis on JDs. However, every time I think that there is an inequality that should not be accepted, I am always opposed to it and request that it should be modified.

How do you or will you open the doors to more participation from women and women of color?

I will clearly state that every person, regardless of sex, color etc. will be more than welcome.

How do you make sure women, especially women of color literally take seats at the table, rather than standing on the sidelines?

It totally depends on what kind of rights I have. If I have a power to decide who is going to take seats at the table, I will not let such a situation take place. If I do not, I will talk to the person who has that right.

Data has shown that when women do speak out, they can be ignored, or have their ideas taken. As an ally, how will you address this?

I will be an advocate for their ideas and state that I agree with their opinion. For sure, my wife is sometimes ignored. In those cases, I always talk with others on behalf of my wife.

Do you attribute an idea to a woman who offered it, and you endorse worthy ideas and ensure the appropriate person is remembered for them?

Yes, I do. I don't see any reasonable reasons not to do it.

How have you put a woman/ women on center stage? How would you do it?

When I worked as an attorney in Japan as a team, I was supposed to choose junior associates to work with. Since one of my most trustworthy younger colleagues is female, I used to ask my boss to include her in great projects.

Are there times when you have or will privilege some women over others?

Yes, but as long as a woman is superior to others. I mean I don't and will not privilege women only because they are women.

If no formal format exists, how do you (or will) offer peer to peer mentoring? Schedule phone appointments? find a coffee shop or office with other people around? How do you keep it professional?

I usually give a cup of coffee or other drinks to and talk with them about problems and concerns they have. I always try to be an attentive listener.

How would you help the company start a program to attract a diverse talent pool?

At my law firm, associates may reduce their working hours due to taking care of their children etc. One of junior associates I sometimes worked with took this system, but it is really hard to leave at the designated time since some bosses and colleagues do not care about it very much. In that case, I tried to assume her responsibilities so that she can leave the office as expected. I believe this effort enables many colleagues substantially use this system, which in the end attract diverse candidates for the law firm.

What are your ideas on hiring practices that are clear and transparent? blind résumé evaluation. evaluate résumés without names attached in order to reduce potential gender bias.

I don't think that blind resume evaluation is helpful, since lots of companies and law firms conduct an interview before they determine. What matters is that every employee acknowledges that diversity counts and discrimination should not be allowed. In this perspective, particularly employers and high-ranking employees should value diversity.

How would you structure the design and layout of the workplace to advance diversity (portraits, art, architecture, iconography etc.)?

Achieving substantial equality matters. For example, in Japan, many mothers want to (or have to) take care of their children at least a few or several months after their birth. Enough and adequate nursery schools are required for these mothers to be able to keep working. Ideally, employers should have these institutions inside of their companies.

How would you create a policy on equal wages for equal work?

How to evaluate work counts to achieve equal wages for equal work. Of course, the policy should not include sex-based elements for evaluation. In addition, the point is how to prevent implicit discrimination against women. In Japan, since it is common for women to take maternity leave between a few months to one or two years after birth, such women will face disadvantage in terms of promotion. That's because it is usually taken into consideration how long employees keep working in the company. For example, giving such women opportunities to improve themselves and evaluate their effort in the opportunities during maternity leave, which will contribute to equal wages for equal work.

How would you boost gender diversity within their own operations improving retention, and lowering the considerable cost of staff turnover?

I would need to strongly admit that every person is in different situations. I mean that great majority of attorneys are men at my law firm, maybe because most of associates are always required to work a lot till midnight. But this work style sometimes does not fit women, who tend to leave the law firm in the end. The first step is to admit that not all attorneys can work for such a long time and admit that there should be various work style.

What rules and criteria will you create for promotions?

I would create rules which prohibit any discrimination and make criteria which is not only formally but also substantially equal to employees regardless of their sex.

How will you eliminate gender bias eliminated in performance reviews?

The first thing I would do is to check whether or not performance reviews are biased in terms of gender. And if there is any gender bias, I would get every reviewer to acknowledge that they tend to be biased, since I think in most cases in Japan, reviewers are unconsciously biased.

What are the sexual harassment policies and interactive training you will put in place in the workplace? How will you deal with arbitration clauses in sexual harassment policies? New York and California have done away with this).

At least every year, sexual harassment interactive training would be mandatory. In this training, recent past examples that may be likely to happen to attendees should be explained. In my country, men who commit such harassment oftentimes do not notice that they are doing such harassment.

How will you ensure no penalty for flexibility?

No penalty for flexibility should be secured by laws. But until it is, I will be an advocate for it.

What do you think of options for telecommuting?

Telecommuting should be introduced. As mentioned before, in Japan, many women are still expected to take care of their family or children. Under this current situation, telecommuting would be greatly helpful for women regarding not only prevention of any harassment but improvement of their general working environment.

What clear and transparent rules will you put in place for appointment to committees, leadership opportunities?

Regardless of gender etc., anyone should be allowed to participate.

What are the networking and mentorship/sponsorship?

There should be a network between people who are suffering the same difficulty.

What is the corporate culture that elevates both male and female employees through appropriate symbols and non- stereotypical leadership roles?

The corporate culture should be a thing that allows every employee to be able to be as they are. Psychological safety should be secured for minorities. I agree with the Google research saying that psychological safety is the most important factor for establishing an efficient team.

Will you put in place a program on male allies and sponsors?

I am not able to imagine that I will be able to ask other entities to put a program into practice.

What about a program to counter stereotypes?

The program is necessary especially in Japan. I guess that Not a few high-ranking employees can't think out of the box.

How will you structure a company's core mission on diversity?

The core mission is to establish an atmosphere which can secure minorities' psychological safety.

How will you structure the diversity committee and its reporting structure?

The diversity committee should be composed of diverse and high-ranking members with different backgrounds. Also, anyone should be allowed to directly have conversation with the committee

like most whistleblowing systems, which enables employees to report any concerns, violations and everything regarding diversity.

What are the programs and plans for structured career planning, mentorship, role models and networking that you would recommend?

As mentioned before, I believe that psychological safety matters. In order to strengthen it, I think mentorship seems the most efficient, since psychological safety is oftentimes damaged by isolation. Networking also might have some positive influence, but relationships between people are usually not so strong compared to mentorships. Frequent regular meetings are indispensable, since I think more time mentors and employees share together, better relationships they can develop.

What work/life balance policies through flexible work policies, support systems are available?

Currently, at my law firm, associates can choose a few different plans which enable them to reduce working hours. Also, associates who will have to put their children into nursery schools might be eligible for an allowance.

Does the CEO and company take on the role of advocate of female employment within the wider community through raising awareness, launching initiatives and, in general, acting as ambassadors of gender empowerment?

My law firm and its management are trying to raise awareness, I think. Actually, my law firm (MHM) endorses ACCJ's support for marriage equality in Japan. For your information, the URL is as follows. http://www.mhmjapan.com/en/news/articles/2019/20.html

Does the company create partnerships with external partners and the broader community on gender empowerment?

Yes, I think so. See the article above. My law firm encourages associates to make contributions to the society. I also was involved in projects to provide legal education to abandoned children as an associate of the firm. The URL is as follows. http://www.mhmjapan.com/en/news/articles/2018/18194.html

Is the diversity strategy focused on a relatively well-defined groups such as first-generation college graduates, female owners of small businesses, or mothers returning to work?

No, I don't think so.

What are the partnerships with women-led businesses? Are there ventures to ensure they have access to capital?

There might be, but I don't know.

Is women's empowerment part of the empowerment of women and part of corporate social responsibility efforts?

Yes, not a few corporations are trying to empower women as their corporate social responsibility.

What gender equality programs or conferences is the firm engaged in?

I don't think my law firm engages in activities for only women. However, the firm keep making efforts to support LGBT people. Several lawyers of the firm participate in various activities that encourage respect for diversity among individuals. As an example, one of our lawyers is a director of Lawyers for LGBT and Allies Network (LLAN). http://www.mhmjapan.com/en/public-service/pro-bono-project.html

How would you collaborate with organizations across industries on research and data backed initiatives that could help generate new ideas and strategies?

As mentioned before, I was working with J.P. Morgan and other organizations to provide legal education to children. Attorneys are legal experts so that it is relatively easy for us to collaborate with other partners like the case I was involved in. Also, the law firm held kind of study meeting regarding LGBT topics cosponsored with globally prestigious financial institution.

How would the Firm/company promote work outside of their organizations to advance gender justice and diversity?

Currently, associates at the law firm are free to participate in projects by themselves outside of the law firm, which makes it easier for associates to join pro bono projects. The law firm would count working hours for specific groups of projects outside as working hours to be taken into consideration for their performance.

How would you create processes and incentives for those in the firm/ company to serve as a mentor for women in the community, particularly those seeking to engage in industries that have historically been difficult for women to penetrate?

As mentioned above, hours to be spent for such activities should be taken into consideration for reviewing performance. It should be a great incentive.

How would you create provisions for annual bonuses, as a way to incentivize focus on and improve diversity?

For example, activities, either within or outside of the firm, regarding improving diversity would be taken into account for performance evaluation.

How will you create external pressures from clients to improve together? "When companies like Microsoft make it clear that they factor diversity and inclusion in their hiring efforts, and will reward performance, it changes the way firms approach the work and the issue. it reinforces and accelerates our own work and makes it clear that there's a business case for diversity and inclusion."

I think it would be really hard for law firms to impose some pressures on other entities, because most of external entities that law firms work with are their clients.

How will you develop Certification programs like the *Mansfield Principle* which calls for 30 percent women in leadership?

It would be really difficult in legal industries in Japan for the time being, since the number of female partners at law firms in general is fairly limited. The main reason is that the number of women who want to take bar exams is small based on some reasons. For example, several Japanese (especially) old people tend to think that women should be married and take care of household chores. This thought must somehow discourage women to have their own dreams like being a

lawyer. What we should and can do first is to prepare environment in which female attorneys can keep working regardless of their gender.

How will you encourage Male Champions of Change?

There is (or was) the same kind of group in Japan as well. What I can do is to support their ideas.

What kind of global and local outreach program would you design? Examples might be supporting global symposia, leadership excellence for women awards and symposiums?

These things including Symposia and women awards might be useful. However, I believe the most important things to change traditional values which make it difficult for women to keep working etc., since people who are not well educated will not be interested in symposia and something like that.

How is the MeToo movement shaping norms of masculinity?

I don't think shaping norms of masculinity is helpful to solve discriminations against women, but this might get men to understand how many difficulties women are facing in their daily lives.

Men mentoring women can make a large impact. Do you fear a backlash?

I should not and will not fear a backlash, as long as I believe that what I'm doing is right.

How do you understand that there are times when certain gender specific policies can serve a legitimate purpose, however, that these must be determined on a case by case basis?

I agree in general. It totally depends on the purpose, contents and reasons of the gender specific policies. For example, women have to take a-few-week maternity leave before and after giving birth. It is based on physical difference between men and women and should be accepted.

As an ally, how can you play an integral role in constructing these equalizing policies and constructing care as a policy issue?

I should be careful if there is any reasonable reason to adopt a specific policy.

As an ally who will be in a decision-making role, how will you help prevent retaliation and unequal treatment upon parental leave?

It totally depends on what kind of positions I have at my company. As a senior associate at my law firm, I will make complaints if my secretary or subordinates will fade these unreasonable treatments.

How will you advocate for Fair Workplace Policies?

I would keep the Fair Workplace Policies. Since I believe that actions speak louder than words, keeping policies will have a very large influence on others.

How will you send out the message that work family policies are important to men and women aren't the only ones caring for family members? Advocating for flexible hours, working from home, on-site child- care helps men and women. Observing how and when

colleagues are evaluated and promoted can also be an important area where policies can be adjusted.

I would clearly state that making most of useful things like working at home etc. is important not only for individual workers but companies themselves. But most importantly, I should make use of these tools by myself, which obviously illustrate that I agree with these.

How will you develop caregiving policies for both sexes and offer suggestions on how to design leave so that the outcomes are more egalitarian?

I would encourage people to acknowledge that diversity matters for companies. People cannot do anything that they don't think it's necessary. Therefore, to encourage understanding of importance should be the first step.

How will you address challenges that care givers (both female and male) face upon returning to the office?

It really depends on the kinds of challenges that care givers face. The most serious challenge will be the strong necessity to leave the companies at the designated time. In that case, I will assume his or her responsibilities in case it's necessary.

What are your thoughts on on-ramping (flexible hours at full pay) and guardrails (predictable hours) to help those returning?

It really depends on the situation, but both of them should be introduced at many companies since these must be really helpful.

What are your thoughts on Onramp Fellowships?

My thought is that it would be helpful for returners. But at the same time, equality between non-returners and returners matters to keep non-returners motivated. From this perspective, reasonable requirements should be imposed to apply for Onramp Fellowships.

How do you feel about flexhours or Agile Working Options, ranging from flexible hours to work from home to remote working?

These should be adopted. I'm sure that these options will strengthen mental health based on my experience. At my law firm, associates are deemed self-employer, so technically they can start working whenever and work wherever unless they have appointments with clients. Although most of us works really hard, very few lawyers develop mental health problems. I believe that thanks to being able to create our own work style, most associates can keep themselves psychologically healthy.

What are your perceptions on non-linear leadership tracks that take into consideration women with families?

Especially at law firms, the situation seems worse. I think there are many things they can do.

Supportive work-family policies have become increasingly more common. However, research shows that men's responses to these policies are shaped less by their own personal beliefs, and by their perceptions of what is accepted and expected by their male peers.

This is not true to myself, but the result is understandable. I mean, I can easily guess that not a few men do not welcome these policies. When I was working in Japan, my wife was also working at a company. But I had to ask her to take care of our daughters in principle, due to the amount of work I had. After coming to the US and stop working, I came to know how hard taking care of them is. This is a really difficult task, so I can guess several men might think that these policies are not beneficial for themselves, though I don't agree with them.

What are your views on work-family policies, such as parent leave, flex time, and part-time work?

These are definitely valuable and should be introduced. My wife actually made the most of parent leave and flex time after she gave birth. Without these things, either my wife or I cannot keep working.

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely would it be for you to request & participate in work-family policies (i.e. Parental Leave or Flexible Work Arrangement) if your family situation made that need applicable?

At my firm, there was few examples of men who took parental leave and/or part-time work. As long as my wife agrees, I will not likely to do it. A scale should be 2.

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely do you think your male peers would request & participate in one of the company's work-family policies (i.e. Parental Leave or Flexible Work Arrangement) if their family situation made that need applicable?

I don't think there are many male peers. So, a scale should be 2 as well, though the number of such male peers have been increasing in general. Also, there are certain number of women who do not want to work.

On a scale of 1 to 5 (1-not influenced, 5-very likely to influence), how much of your decision to participate in the work-family policies influenced by your perception of what is accepted and expected by leadership/management and your male peers?

A scale should be 2. My main reason not likely to use these tools is that I strongly want to be a prestigious professional to make my dream come true. For me personally, evaluation by leadership or management is not important very much.

On a scale of 1 to 5 (1-not comfortable, 5-very comfortable) how comfortable do you feel in your ability to fully be yourself at work?

I'm very comfortable, so a scale should be 5, since thankfully I have been able to do what I wanted to do.

The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts.

How much do these descriptions relate to something that you have experienced?

At least as far as I notice, "man box" does not have substantial meaning to me. Fortunately, my parents did not impose any requests on me, so I always can choose what I want to do.

What role does cultural differences (regional, ethnic, religious, class) if any, play in your attitudes to masculinity and allyship?

As mentioned above, not a few old Japanese people tend to think that men work outside, and women do housework inside. but little by little, these kinds of traditional concepts have been weakened. For me, these things don't have substantial meaning. Also, I don't have belief in a specific religion.

When you see men and women paired together on television, in movies, or other media platforms, what tends to be their relationship?

It totally depends on situation, but in most cases, they are a legally married couple.

How often do you see women in leadership roles on television? Women of color?

I understand women of color includes Japanese women. I sometimes see such women in on television. Unfortunately, the fact is, however, that the number of times is greatly limited compared to men.

Does the way you see women in positions of power influence your view of women leaders?

It might do, unconsciously.

Has the way you have seen women in positions of power on television influenced your actions or decisions to be an ally for women in your professional life?

No, it has not. I mean, regardless of such experiences, I hate any discrimination, injustice, inequity and the like. That's one of main reasons that I want to be a politician in the future.

Do you fear ally-ship or resulting backlash based on how the media portrayal of women?

No, I don't, because an attorney should be a person who can defend minorities rights. That's an attorney's responsibility.

E.G.

Interview by Margaret Gallagher

How do you define allyship? Ally?

The assistance, support and comradeship given by members of a more powerful group (e.g. men) to those of a less powerful one (e.g. women).

Do you consider yourself to be an ally for women? How so?

I do. I have always had strong women in my life: my mother, my two sisters, my long-term girlfriend. I try to support them all with the same levels of love and commitment they show towards me. More generally, I have always enjoyed promoting female inclusion and empowerment. As a law lecturer, for example, I made special efforts to involve female students in class discussion (a space often dominated by male voices). Of course, more could be done. And I am not without faults. For example, as a new lecturer I repeatedly referred to the class with the term "guys" (saying things like, "hey guys, can everyone please quiet down"). It was pointed out to me by a female student that this kind of language is exclusionary and insensitive. Ever since, I have always tried to modulate my language to account for such biases.

How do you speak up for women when they are overlooked?

In conversation with friends and family, I try to speak up for female interests. However, I am probably too "reactive" in this debate – if the subject comes up, I will advocate for women but I am not hugely proactive in doing so.

How do you help amplify women's voices, not competing with them for influence or for the sake of showcasing what an admirable feminist you are?

That is a great question. I'm not sure. I don't feel much need to demonstrate my feminist credentials. I'd prefer to let my actions speak louder than words. With that said, words do matter. Hence my attempt to use gender-neutral language and non-exclusionary terminology (see above).

How do you bolster and draw attention to women's voices, and the voices of women of color?

I enjoy sharing content over social media produced by a number of women. Most recently, for example, I posted in my family WhatsApp group about Dame Helena Morrissey's Desert Island Discs. DHM is an outstanding female leader and founder of the 30% Club. I also enjoy listening to, and promoting, various podcasts featuring prominent female voices. For example, Deborah Francis-White's "The Guilty Feminist" and Pandora Sykes and Dolly Alderton's "The High Low."

These promotional efforts could, clearly, be far more substantial. They do at least make some progress in bolstering the voices of women.

How do you help them to gain as large of an audience as possible?

By sharing their stories and the content they produce and advocating for them enthusiastically in conversation.

What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?

Proactive allyship, to me, implies active engagement with the idea of allyship. It would capture the difference between, for example, actually campaigning on women's issues and simply thinking that doing so is a good idea. It's hard to assess my own behavior when women and other minorities are not in the group. I couldn't give an accurate answer.

Do you notice exclusion every day? Do you notice who are not there? Are you proactive? Marc Benioff, Executive Director of Salesforce noticed exclusion and corrected it.

Of course. Penn Law is not colorblind. Or if it is, it mainly sees white. The school's racial diversity is striking and it is hard not to notice this aspect of life at the Law School. This is a systemic problem that, although noticeable, is not necessarily solvable by individual action. It requires comprehensive reform.

To be an ally is to bring intersectionality to the forefront. Gender is only one axis of difference. How do you or will you open the doors to more participation from women and women of color?
How?

By involving them in discussions and bringing them to the table as stakeholders. But above all, by facilitating a space in which they feel truly comfortable and able to participate.

How do you make sure women, especially women of color literally take seats at the table, rather than standing on the sidelines?

This is a very difficult issue. One solution would be to increase representation, to make a particular forum feel more representative and diverse, thereby fostering a sense of inclusion rather than "otherising" minority individuals.

Data has shown that when women do speak out, they can be ignored, or have their ideas taken. As an ally, how will you address this?

Partly, this may stem from overt sexism, an intolerable and unacceptable form of behavior I would not stand for. Partly, however, this stems from all of our unconscious biases (including my own). As such, training on identifying bias and also constant reinforcement of that learning would be necessary to prevent regression.

Do you attribute an idea to a woman who offered it, and you endorse worthy ideas and

ensure the appropriate person is remembered for them?

I certainly try to do so.

How have you put a woman/women on center stage? How would you do it?

In team environments (such as when working in a law firm) I have always tried to avoid asserting my own opinion at the expense of others. I have no problem with women occupying center stage. My issue is learning not to over-assert and in doing so shut down the equally (if not more) valid contributions of my female peers.

Are there times when you have or will privilege some women over others?

I'm not sure.

If no formal format exists, how do you (or will) offer peer to peer mentoring? Schedule phone appointments? find a coffee shop or office with other people around? How do you keep it professional?

It is difficult to observe the boundary between professionalism and personal interaction. I think the answer is person and context dependent. Some people prefer the distance and arm's length nature of a phone call, which is less intimate (and therefore perhaps less threatening). On the other hand, direct face-to-face communication may suit other women better.

What are your ideas on the world of work/law firm? Would you help set up or engage in the following? Would you challenge give assumptions about gender, race and sexual identity?
The situation needs improving. Law firms are places of chronic stress, anxiety and depression. Moreover, the culture of facetime and long hours actively disadvantages anyone (male or female) who wishes to spend time at home with a family.

How would you help the company start a program to attract a diverse talent pool?

People need to feel comfortable in the environment they join. A room full of white men is likely to intimidate many who are not white men themselves. Hence, a recruitment program requires diversity of recruiters and also white male allies to break down any negative impression of white masculinity that potential applicants have.

What are your ideas on hiring practices that are clear and transparent?

I would advocate non-CV, gender-blind based hiring. Candidates should be required to complete a questionnaire that asks them to answer various questions focused on situational challenges they have faced, strengths they have and weaknesses they want to work on. CVs are often proxies for privilege (those educated privately, for example, are disproportionately likely to go to the best universities). A questionnaire, combined with in-person assessments (interviews, for example) would allow candidates to demonstrate intellectual capacity and ability to work hard. Certain

threshold requirements (e.g. minimum of a bachelor's degree) could be implemented to provide basic quality control.

How would you structure the design and layout of the workplace to advance diversity (portraits, art, architecture, iconography etc.)?

The workplace should not just be a mirror of the people inside it. It should also be aspirational in the design and layout it has. Hence, pictures in a law firm or college should be an opportunity to showcase diversity rather than the bland record of the (doubtless many) white men who have gone before.

How would you create a policy on equal wages for equal work?

By advocating for it and lending my voice to any campaign.

How would you boost gender diversity within your own operations improving retention, and lowering the considerable cost of staff turnover?

By, among other things, implementing generous paternity and maternity leave (both should be equal in length and remuneration), introducing flexible work policies and by campaigning against stigma (against, for example, promoting women who may take time off work to have children).

What rules and criteria will you create for promotions?

Promotions should be merit based without taking into account factors (like the probability of taking maternity leave) that have traditionally inhibited equally well-qualified women from progressing alongside their male peers.

How will you eliminate gender bias in performance reviews?

This is a challenging task, which may never be possible given that gender bias is so ingrained and systemic within society. One starting point may be to include mandatory gender bias training for all employees of a workplace.

What are the sexual harassment policies and interactive training you will put in place in the workplace? How will you deal with arbitration clauses in sexual harassment policies?

Sexual harassment policies and arbitration clauses are important things to consider for any professional environment. But I am also concerned with the upstream question: How to ensure that proper standards of behavior are communicated to, and enforced among, staff so that (in an ideal world) there would be no need to resort to sexual harassment policies, let alone arbitration. Again, one starting point may be training to improve awareness, particularly among men whose positions of power and dominance in society may make them less sensitive to the respect their female colleagues deserve.

How will you ensure no penalty for flexibility?

This needs to be a firm wide policy that is exemplified from the top down. Partners should work flexibly, setting the example, so that everyone can see there is no problem with (for example) working from home.

What do you think of options for telecommuting?

One silver lining of the COVID-19 outbreak may be to remind us that a lot of work can be done remotely, including key meetings and talks. Hence, telecommuting (and all forms of telecommunication) may become all the more common in future.

What clear and transparent rules will you put in place for appointment to committees, leadership opportunities?

I would strongly consider legislating for mandatory quotas on firm committees and among the partnership (e.g. 30% female representation following Dame Helena Morrisey's initiative). Moreover, I would actively encourage female colleagues to apply for positions and promote them doing so, to mitigate against the common pattern of men putting themselves forward but women not.

What are the networking and mentorship/sponsorship?

Both are exceptionally important for fostering positive relationships, building trust and encouraging female participation.

What is the corporate culture that elevates both male and female employees through appropriate symbols and non- stereotypical leadership roles?

It is certainly not a culture that we have today. I believe that we can work towards it by promoting diversity, adopting progressive policies (like generous m/paternity leave) and constantly boosting our individual and collective awareness of bias.

Will you put in place a program on male allies and sponsors?

I would certainly like to do so.

What about a program to counter stereotypes?

As above, this would be an option that I would consider.

How will you structure a company's core mission on diversity?

Diversity involves the recruitment, retention and promotion of diverse hires. As such, a company needs to be focused on diversity in a holistic sense, considering it across the timeline of an employee's entire tenure at the firm, from initial joining to eventual exiting.

How will you structure the diversity committee and its reporting structure?

The diversity committee needs to be, first and foremost, diverse itself. Reporting should be regular (perhaps on a quarterly basis) and the committee should have broad oversight. Rather like tax partners typically have some input in a broad range of law firm departments (M&A, competition, funds etc.) so too should the diversity committee have insight and input into the working decisions of a broad range of committees (e.g. recruitment, steering etc.).

What are the programs and plans for structured career planning, mentorship, role models and networking that you would recommend?

I would recommend a multigenerational, multilevel buddy-system across the firm. Trainees would be mentored by associates (their "parent" buddy), who in turn would be mentored by a senior associate (their "grandparent" buddy) and so on up the tiers of a firm's hierarchy. This would allow for mentorship and the fostering of role model relationships.

What work/life balance policies through flexible work policies, support systems are available?

There should be flexible working, with employees allowed to work from home at least one day a week. Additionally, there should be free access to mental health resources (like counselling) for all employees, not just fee-earners in a law firm or senior management in a company.

Does the CEO and company take on the role of advocate of female employment within the wider community through raising awareness, launching initiatives and, in general, acting as ambassadors of gender empowerment?

Certainly. The process is self-enforcing: Positive engagement with a community is likely to boost female engagement, in turn helping to mitigate the problem of under-female representation in various sectors.

Does the company create partnerships with external partners and the broader community on gender empowerment?

This is an excellent idea. In particular, a company would benefit from the diversity of inputs that external partners would bring. It stands to reason that complex problems (like the under representation of women in the workplace) require sophisticated solutions, which would benefit from a diversity of thinking to resolve.

Is the diversity strategy focused on a relatively well-defined groups such as first-generation college graduates, female owners of small businesses, or mothers returning to work?

I would prefer a diversity strategy to be focused on including a broad range of groups, rather than narrowing its focus to (for example) one or two well defined ones.

What are the partnerships with women-led businesses? Are there ventures to ensure they

have access to capital?

I am not familiar enough with how funding structures work to comment substantively on this.

Is women's empowerment part of the empowerment of women and part of corporate social responsibility efforts?

Yes. In fact, it should not just be part of CSR but central to it.

What gender equality programs or conferences is the firm engaged in?

Similar to the answer above, I would support the inclusion of such programs and promote collaboration with them.

How would you collaborate with organizations across industries on research and data backed initiatives that could help generate new ideas and strategies?

Collaboration needs to be constant. Rather than collaborate on an ad hoc or one-off basis, I would hope to engage with a range of organizations at regular intervals throughout the year. Scheduling such meetings would help embed the ideas of these external organizations in the collective conscience of a firm.

How would the firm/company promote work outside of their organizations to advance gender justice and diversity?

Gender justice requires energetic promotion, and as such I would encourage employees to take an active role beyond the firm in roles that might help promote the cause (for example, putting pro bono hours towards service with a domestic violence charity).

How would you create processes and incentives for those in the firm/company to serve as a mentor for women in the community, particularly those seeking to engage in industries that have historically been difficult for women to penetrate?

Working for the community should not be seen as an extra piece of work, but integral to the work of any firm and part of its mission. Making that message clear requires commitment from the partnership down, who would need to lead by example.

How would you create provisions for annual bonuses, as a way to incentivize focus on and improve diversity?

I am not familiar enough with financial incentives and how they are structured to answer.

How will you create external pressures from clients to improve together? "When companies like Microsoft make it clear that they factor diversity and inclusion in their hiring efforts, and will reward performance, it changes the way firms approach the work and the issue. It reinforces and accelerates our own work and makes it clear that there's a

business case for diversity and inclusion."

I am not sure what this question means. If the question is asking whether I would pressure clients to promote diversity, I would be cautious of doing so, since law firms are typically best placed to advise on the law, rather than on diversity. Alternatively, if the question is asking how to encourage clients to pressure the firm to improve diversity, then I am not sure what to suggest. It seems odd that a firm would ask clients to pressure it in this way. Ideally, the initiative to change would come from within a firm rather than without.

How will you develop certification programs like the Mansfield Principle which calls for 30 percent women in leadership?

I am a huge fan of the 30% principle and believe it would be good to adopt in a law firm context.

How will you encourage male champions of change?

Energetically, enthusiastically and with an awareness of the importance of such initiatives.

What kind of global and local outreach program would you design? Examples might be supporting global symposia, leadership excellence for women awards and symposiums?

All these programs sound like excellent ways to advance female inclusion and, as such, I would be keen to support them.

How is the MeToo movement shaping norms of masculinity?

MeToo is a welcome challenge to outdated and regressive masculine norms.

Men mentoring women can make a large impact. Do you fear a backlash?

I think it is good for men to mentor women and vice versa. I do not see why MeToo should compromise this.

As an ally, how can you transform the social value attached to child-care including the role of both parents in caregiving equally? How do you understand that there are times when certain gender specific policies can serve a legitimate purpose, however, that these must be determined on a case by case basis?

It's a difficult question, which requires ongoing monitoring and an awareness that all individuals are different.

As an ally, how can you play an integral role in constructing these equalizing policies and constructing care as a policy issue?

I think that one's position of power as an ally can be usefully deployed to further these policies and promote them.

As an ally who will be in a decision-making role, how will you help prevent retaliation and unequal treatment upon parental leave?

The example must be set from the top of a workplace, must be encouraged, must be promoted and must be used by all to help minimize stigma and prejudice.

How will you advocate for fair workplace policies?

In a regular and energetic way.

How will you send out the message that work family policies are important to men and women aren't the only ones caring for family members?

Advocating for flexible hours, working from home, on-site child- care helps men and women. Observing how and when colleagues are evaluated and promoted can also be an important area where policies can be adjusted. This is a message that, both in a firm and society more broadly, needs to be heard more – and more forcefully.

How will you develop caregiving policies for both sexes and offer suggestions on how to design leave so that the outcomes are more egalitarian?

Caregiving policies should be generous and equal, to promote equality between sexes and stress that there is no difference between men and women at the policy level.

How will you address challenges that care givers (both female and male) face upon returning to the office?

A high degree of support, from colleagues and other professionals, must be provided, paid for and be easily accessible.

What are your thoughts on on-ramping (flexible hours at full pay) and guardrails (predictable hours) to help those returning?

I think they are excellent ideas.

What are your thoughts on on-ramp fellowships?

I am not sure but can see the value.

How do you feel about flexhours or Agile Working Options, ranging from flexible hours to work from home to remote working?

Again, I think they are excellent ideas that seek to alleviate a serious set of problems.

What are your perceptions on non-linear leadership tracks that take into consideration women with families?

I think they are sensible ideas that reflect the reality of working life as a woman.

What are your views on work-family policies, such as parent leave, flex time, and part-time work?

I think they are very good ideas that should be implemented.

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely would it be for you to request & participate in work-family policies (i.e. Parental Leave or Flexible Work Arrangement) if your family situation made that need applicable?

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On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely do you think your male peers would request & participate in one of the company's work-family policies (i.e. Parental Leave or Flexible Work Arrangement) if their family situation made that need applicable?

3

On a scale of 1 to 5 (1-not influenced, 5-very likely to influence), how much of your decision to participate in the work-family policies influenced by your perception of what is accepted and expected by leadership/management and your male peers?

3

On a scale of 1 to 5 (1-not comfortable, 5-very comfortable) how comfortable do you feel in your ability to fully be yourself at work?

5

The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts. How much do these descriptions relate to something that you have experienced?

Not very much.

What role does cultural differences (regional, ethnic, religious, class) if any, play in your attitudes to masculinity and allyship?

I am not sure.

When you see men and women paired together on television, in movies, or other media

platforms, what tends to be their relationship?

Pretty mixed. I'm not sure I would say there is any tendency towards a particular relationship.

How often do you see women in leadership roles on television? Women of color?

Quite often.

Does the way you see women in positions of power influence your view of women leaders?

I imagine it does, at both the conscious and unconscious level.

Has the way you have seen women in positions of power on television influenced your actions or decisions to be an ally for women in your professional life?

I think so.

Do you fear allyship or resulting backlash based on how the media portray women?

No.

Clayton Keir

L'21

Interview by Michael Machado

How do you define allyship? Ally?

Being an ally means supporting and speaking up for marginalized groups. Between my time at state and the organization I founded in Jordan, as a white male from a relatively privileged background I felt it important for me to give others access they may not have.

Do you consider yourself to be an ally for women? How so?

Yes. While at the State Department, I was the first male member of the women's affinity group. While living in Jordan I founded a nonprofit that provides sports and English training to Syrian refugee girls. I also try and counter the narrative of toxic masculinity and encourage men to be more aware of women's issues and their microaggressions.

In Jordan specifically, the country had no female squash team so, we were attempting to fill a gap, and we were in a unique position at the time to fill the void. We're uniquely positioned to fill that void given the role men have as leaders in sports. In the Middle East the norms about gender and gender stereotyping are even more prevalent than they are here, so women are really not expected to rise to the same level of performance. One girl we had tried to coach was married off to someone at 16 and her opportunity to get involved was cut off, so we are now working with her younger sisters.

How do you speak up for women when they are overlooked?

In many social settings, men overlook women's concerns and make statements and jokes that inadvertently exclude women from the conversation. I try to include women's views and perspectives in these conversations so that men are aware of the one-sided male perspective they bring to the conversation. Relative to a lot of the environments that I've been in, I feel Penn Law is pretty good at making women feel comfortable speaking up than in a lot of the workplace environments I've been in before. I've at numerous times talked to women in various workplaces often after a meeting where they'd then voice concerns, and I'd talk to them about what it was that may have stopped them from bringing something up. I'd then encourage them to bring something up in the next conversation or, I'd drive the conversation in a way that makes that person feel comfortable. Earlier in my career I would call on women directly to speak and that wasn't always effective, so when possible, I'd drive the conversation towards a path that felt more amenable to jump-in from women who'd previously shared a fear of speaking up.

The two most prominent women in our organization – one is the Executive Director, Isra – have opinions that matter. The Executive Director's opinion probably matters more than any male's does. In that sense, we've empowered a voice that may never have been heard. We also have a

Syrian woman chaperone who is in charge of managing the girls' behavior and making sure that they come to and from practice. She also convinces parents that they need to send their girls more often or to allow them to travel outside of the country. She takes that responsibility very seriously and by being in that position has become much more vocal than she might have been in another career or work setting.

How do you help amplify women's voices, not competing with them for influence or for the sake of showcasing what an admirable feminist you are?

Deferring to them in conversations and giving them the space to express their viewpoints.

How do you bolster and draw attention to women's voices, and the voices of women of color?

Same as above.

How do you help them to gain as large of an audience as possible?

Same as above.

What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?

Although I cannot speak from their perspective, I try to make people aware that there are other perspectives not represented in the room. I try not to make the arguments I think they would make though, nor make it seem like their perspectives are monolithic.

Do you notice exclusion every day? Do you notice who are not there? Are you proactive? Marc Benioff, ED of Salesforce noticed exclusion and corrected it.

Yes. I could be more proactive, but I also have to be careful not to let proactivity become a sledgehammer that will simply turn other people off.

To be an ally is to bring intersectionality to the forefront. Gender is only one axis of difference. How do you or will you open the doors to more participation from women and women of color?

The first step is being aware of the diversity or lack of diversity of people in leadership positions and making others aware. That awareness can then help guide making decisions that will incorporate more participation from women and women of color.

How do you make sure women, especially women of color literally take seats at the table, rather than standing on the sidelines?

By doing exactly what this question says. Ensuring that women of color are at the table. I try not to do so at the expense of men, because that breeds resentment, undercutting the allyship. It's

important that female inclusion not be seen as either or but rather as both and.

Data has shown that when women do speak out, they can be ignored, or have their ideas taken. As an ally, how will you address this?

Always try to give credit to women's ideas rather than appropriate them.

Do you attribute an idea to a woman who offered it, and you endorse worthy ideas and ensure the appropriate person is remembered for them?

Yes, see above.

How have you put a woman/ women on center stage? How would you do it?

My organization has a female executive director and prominent women on our board. I try to let them speak on behalf of the organization. I also empower the voices of the girls in my program as well as our female chaperone. I recognize that it's more powerful to hear from them than from me.

Are there times when you have or will privilege some women over others?

Yes, see above.

If no formal format exists, how do you (or will) offer peer to peer mentoring? Schedule phone appointments? Find a coffee shop or office with other people around? How do you keep it professional?

I haven't done this, but when I was in the female affinity group at State I helped women find other female members.

What are your ideas on the world of work/ law firm? Would you help set up or engage in the following? Would you challenge give assumptions about gender, race and sexual identity? How would you help the company start a program to attract a diverse talent pool?

I am not an expert in this area and do not feel qualified to answer it.

What are your ideas on hiring practices that are clear and transparent?

I strongly believe in blind resume evaluation.

How would you structure the design and layout of the workplace to advance diversity (portraits, art, architecture, iconography etc.)?

I am not informed in this area and do not feel qualified to answer it.

How would you create a policy on equal wages for equal work?

By eliminating the biased structure of salary negotiations.

How would you boost gender diversity within their own operations, improving retention and lowering the considerable cost of staff turnover?

I am not informed in this area and do not feel qualified to answer it.

What rules and criteria will you create for promotions?

I am not informed in this area and do not feel qualified to answer it.

How will you eliminate gender bias eliminated in performance reviews?

I am not informed in this area and do not feel qualified to answer it.

What are the sexual harassment policies and interactive training you will put in place in the workplace? How will you deal with arbitration clauses in sexual harassment policies?

Most sexual harassment interactive trainings I've seen are very poor and I think most men gloss over them or multitask their way through them. I really don't know how to fix this.

How will you ensure no penalty for flexibility?

I don't know what this means.

What do you think of options for telecommuting?

I'm a strong believer in telecommuting. Many offices I've been in promote the concept, and I always loved the option. It also helps with making working and childcare possible.

What clear and transparent rules will you put in place for appointment to committees, leadership opportunities?

I have no experience with this.

What are the networking and mentorship/sponsorship?

When I was at State I found that having an affinity group that promotes mentorship and networking was very helpful.

What is the corporate culture that elevates both male and female employees through appropriate symbols and non- stereotypical leadership roles?

I am not informed in this area and do not feel qualified to answer it.

Will you put in place a program on male allies and sponsors?

I would encourage men to join the female affinity groups.

What about a program to counter stereotypes?

I have no idea what one would look like.

How will you structure a company's core mission on diversity?

I would structure to emphasize the importance of women in leadership positions. Doing so would inspire more women to take leadership positions and help men recognize that women are very effective leaders.

How will you structure the diversity committee and its reporting structure?

I am not informed in this area and do not feel qualified to answer it.

What are the programs and plans for structured career planning, mentorship, role models and networking that you would recommend?

Female affinity groups.

What work/life balance policies through flexible work policies, support systems are available?

Telecommuting is the most effective policy.

Does the CEO and company take on the role of advocate of female employment within the wider community through raising awareness, launching initiatives and, in general, acting as ambassadors of gender empowerment?

Yes.

Does the company create partnerships with external partners and the broader community on gender empowerment?

Yes.

Is the diversity strategy focused on a relatively well-defined groups such as first-generation college graduates, female owners of small businesses, or mothers returning to work?

The first and third for sure. I'm not sure it makes sense in a company to emphasize female owners of small businesses, because that could run counter to the business purpose of the company. I would focus on female leadership instead.

What are the partnerships with women-led businesses? Are there ventures to ensure they have access to capital?

I am not informed in this area and do not feel qualified to answer it.

Is women's empowerment part of the empowerment of women and part of corporate social responsibility efforts?

Yes. Such as partnerships with organizations like my nonprofit.

What gender equality programs or conferences is the firm engaged in?

Promoting volunteer/pro bono hours for organizations focused on empowering women.

How would you collaborate with organizations across industries on research and data backed initiatives that could help generate new ideas and strategies?

I am not informed in this area.

How would the firm/company promote work outside of their organizations to advance gender justice and diversity?

Promoting volunteer/pro bono hours for organizations focused on empowering women, like my nonprofit.

How would you create processes and incentives for those in the firm/ company to serve as a mentor for women in the community, particularly those seeking to engage in industries that have historically been difficult for women to penetrate?

I am not informed in this area.

How would you create provisions for annual bonuses, as a way to incentivize focus on and improve diversity?

Have bonuses also tracked to pro bono accomplishments.

How will you create external pressures from clients to improve together? "When companies like Microsoft make it clear that they factor diversity and inclusion in their hiring efforts, and will reward performance, it changes the way firms approach the work and the issue. it reinforces and accelerates our own work and makes it clear that there's a business case for diversity and inclusion."

I don't really understand this question.

How will you develop certification programs like the Mansfield Principle which calls for 30 percent women in leadership?

Certification programs for having female empowering policies like telecommuting or for having female affinity groups.

How will you encourage male champions of change?

Create incentive structures, such as awards, for men who help empower women.

What kind of global and local outreach program would you design? Examples might be supporting global symposia, leadership excellence for women awards and symposiums?

Encouraging participation in female-empowering nonprofits.

How is the MeToo movement shaping norms of masculinity?

Certainly toxic masculinity is viewed negatively now. Men are discouraged from sexual harassment and from behavior in that vein. I think this is actually a positive development for men as well, as many men feel pressured to behave in ways that they don't want to.

Men mentoring women can make a large impact. Do you fear a response?

I do sometimes fear a backlash because there's always the concern of "mansplaining" as well as whether I truly understand their issues. I have mentored women in the past though and found it to be very effective. I try to keep in the back of my mind the possibility that when I'm mentoring someone, I might be seen as mansplaining. So am I giving information that is helpful or am I just taking pride in explaining something or doing it for the sake of doing it when it's very likely that the person already knows that? There often are hierarchies in organization and those are fine to respect, but when you're giving advice just to feel big and important, you risk creating an artificial hierarchy.

As an ally, how can you transform the social value attached to child- care including the role of both parents in caregiving equally?

Having equal parental leave policies are good because they promote having the man take on an equal burden in child-rearing, which also helps them respect the hard work women have traditionally put into child-rearing.

How do you understand that there are times when certain gender specific policies can serve a legitimate purpose, however, that these must be determined on a case by case basis?

That's exactly what I understand. There are innate biological differences, particularly in the areas of childbirth and rearing, and that policies that respect this difference are justified.

As an ally, how can you play an integral role in constructing these equalizing policies and constructing care as a policy issue?

By proposing and advocating for them. Helping other men understand that gender-specific policies should not be seen as some kind of reverse discrimination.

As an ally who will be in a decision-making role, how will you help prevent retaliation and unequal treatment upon parental leave?

Encouraging people to take their full parental leave. Making sure it does not negatively affect their performance reviews and by creating consequences for people who discourage employees from taking their full leave.

How will you advocate for fair workplace policies?

Speaking up in meetings and communicating my views to leadership.

How will you send out the message that work family policies are important to men and women aren't the only ones caring for family members?

Advocating for flexible hours, working from home, on-site childcare helps men and women. Observing how and when colleagues are evaluated and promoted can also be an important area where policies can be adjusted.

How will you develop caregiving policies for both sexes and offer suggestions on how to design leave so that the outcomes are more egalitarian?

See above.

How will you address challenges that care givers (both female and male) face upon returning to the office?

I am not sufficiently informed in this area.

What are your thoughts on on-ramping (flexible hours at full pay) and guardrails (predictable hours) to help those returning?

I strongly support but am not informed enough.

What are your thoughts on on-ramp fellowships?

This is the first I have heard of it, but it sounds great.

How do you feel about flexhours or Agile Working Options, ranging from flexible hours to work from home to remote working?

Strongly support. In my experience they are very popular with employees.

What are your perceptions on non-linear leadership tracks that take into consideration women with families?

Strongly support, popular with employees, could be concerning for company leadership and the bottom line.

Supportive work-family policies have become increasingly more common. However, research shows that men's responses to these policies are shaped less by their own personal beliefs, and by their perceptions of what is accepted and expected by their male peers. What are your views on work-family policies, such as parent leave, flex time, and part time work?

Strongly support, as noted above.

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely would it be for you to request and participate in work-family policies (i.e. parental leave or flexible work arrangement) if your family situation made that need applicable?

5

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely do you think your male peers would request and participate in one of the company's work-family policies (i.e. parental leave or flexible work arrangement) if their family situation made that need applicable?

5

On a scale of 1 to 5 (1-not influenced, 5-very likely to influence), how much of your decision to participate in the work-family policies influenced by your perception of what is accepted and expected by leadership/management and your male peers?

1

On a scale of 1 to 5 (1-not comfortable, 5-very comfortable) how comfortable do you feel in your ability to fully be yourself at work?

3

The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts.
How much do these descriptions relate to something that you have experienced?

I've experienced it my whole life, especially when I was bullied as a kid and felt pressure to work out and put on muscle to make myself seem more intimidating. I definitely feel judgment when I speak out on behalf of women. But in law school, that is certainly completely reversed. I feel

reactions from others, so that judgment is palpable. You get comments questioning whether you're straight (heterosexual) or not; it'll often be mocking perceptions or in the best-case scenario, maybe I'll just be ignored for speaking out on behalf of women. At Penn Law, though, a lot of those conversations don't even happen, so the environment is welcome.

What role does cultural differences (regional, ethnic, religious, class) if any, play in your attitudes to masculinity and allyship?

A huge role. I think that these initiatives to change attitudes toward masculinity are most prominent in Western traditions. When I've worked in the Middle East, I've seen almost none of these efforts. I had a crazy incident when I was in Jordan where, when I was in my Arabic class, the teacher was very progressive and did a unit on sexual harassment in Jordan as part of the class. When we out for our break in between classes he turned to the guys in the group and said, "Let's practice what we learned!" and started yelling things at women walking by. Maybe he thought it was funny, but it was just a shocking moment for me.

When you see men and women paired together on television, in movies, or other media platforms, what tends to be their relationship?

Male is usually dominant, woman is usually in a supporting role.

How often do you see women in leadership roles on television? Women of color?

Not very often to either, but definitely more white women than women of color.

Does the way you see women in positions of power influence your view of women leaders?

Of course it does. I find myself regularly combating the aversive biases that media has instilled in me. Awareness is key.

Has the way you have seen women in positions of power on television influenced your actions or decisions to be an ally for women in your professional life?

It's made me want to encourage more women to be in leadership roles.

Do you fear allyship or resulting backlash based on how the media portrayal of women?

No.

Justin Pendleton

L'21

Interview by May AlAjlan

How do you define allyship? Ally?

Allyship is an ongoing process of supporting marginalized groups across intersectional identities obtain equal and equitable social, political and economic rights. An ally is the person who takes on the difficult role of committing to the process of allyship even when it may be hard.

Do you consider yourself to be an ally for women? How so?

I do consider myself to be an ally for women. I believe that over the years I have listened to the concerns and advice of women leaders in my personal and professional networks and tried earnestly to implement change related to the fight against the patriarchal norms and sexism. This extends to challenging male figures (friends, professors, and bosses) on how they speak about women, try to control women's bodies and movements, and stifle women success and achievement in life.

How do you speak up for women when they are overlooked?

I have made it a point, particularly among male friends, to counter against sexist or anti-women narratives about leadership, emotional states, and ability. I also attempt to highlight the injustice that is perpetrated against women in social and private sphere by relying on the golden rule and asking them: if they would like to be spoken about or treated in such a manner?

How do you help amplify women's voices, not competing with them for influence or for the sake of showcasing what an admirable feminist you are?

Similarly to my response above, I listen to the words and wisdom of my women counterparts and while giving them credit relay such information back to male dominated spaces. Additionally, I have learned that you can amply women's voices by operating in the background as administrative and logistical support. For example, when women have risen to positions of power, I have made myself available to handle mundane topics so that they may focus on big ticket items.

How do you bolster and draw attention to women's voices, and the voices of women of color?

First and foremost, you have to start with bringing women's voices into the conversation. There are numerous ways that I have done this, including: bringing women into heavily male-dominated discussion spaces and giving them the floor/inviting them to engage with the topic, naming that because of intersectionality what may be the experience of men is not and most often won't be the experience of women let alone women of color.

How do you help them to gain as large of an audience as possible?

Admittedly, I haven't been in many spaces where gaining an audience was a goal. Yet, when that opportunity has arisen I have made sure to show up with my own physical body and then encouraging all of the friends and confidants to do the same, even if the topic or reason for gathering is not necessarily of passionate interest to them. I believe that simply being physically present is first step to empowering women to be able to speak and command public forums.

What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?

I think proactive allyship is seeking out and having the tough conversations about gender experiences with woman, even when it challenges what you have been raised to belief and are comfortable with. Such conversations include topics like consent, sex, abortion, and politics, how to demonstrate respect, and how to show passion. After having and receiving woman perspectives, I find it important to take the lessons learned from those conversations back into heavily male dominated (whether majority white male or POC male) spaces for discussion to break up the echo chamber.

Do you notice exclusion every day? Do you notice who are not there? Are you proactive? Marc Benioff, ED of Salesforce noticed exclusion and corrected it.

I wish that I could say that I was totally engaged and aware of exclusion in everyday practices, but that is not the case. In my day-to-day, I often get caught up in moving from one task to the next that I don't spend a substantial amount of time on who is demographically present. But, with that being said as a black man, that has been a minority in almost every space I've been present in, I think that I have become accustomed to doing a reflexive scan of the room which almost immediately uncovers who is absent. I have been known on occasion to make note after the fact of why there were so few of one minority group/woman to participants that were friends, but even in such notice I don't think that I am aware of the presence/absence of all minority groups in the same way.

How do you or will you open the doors to more participation from women and women of color?

I like to believe that my personality lends itself to speaking to and being inviting presence to everyone, but where that is not enough, I have no problems asking anybody who is around what their opinions are on the subject up for discussion. Furthermore, once women have become engaged, I make sure to continue asking them their opinions and what there read is on the situations or questions are.

How do you make sure women, especially women of color literally take seats at the table, rather than standing on the sidelines?

There are not too many times when I feel that I have any say in who is taking seats at the table, but when opportunities for applying for fellowships, programming, or roundtables arise I try to encourage my POC woman to apply and if I have any direct knowledge of expertise offer up myself as a resource through the respective process.

Data has shown that when women do speak out, they can be ignored, or have their ideas taken. As an ally, how will you address this?

I think it's an ally's job to make sure that when a woman speaks that they cannot be ignored. To me this is done when you acknowledge, affirm, and ask follow-up questions after a woman has offered up a contribution. Additionally, when other members attempt to steal women's ideas make sure to call the theft of knowledge out for what it is and return that credit back to its originator. In smaller meetings this is usually easier, but in larger settings it requires a little bit more diplomacy so that the overall message is not lose without all participants having full context.

Do you attribute an idea to a woman who offered it, and you endorse worthy ideas and ensure the appropriate person is remembered for them?

Absolutely, to me there is no other way to operate. In addition to being the right thing to do, if you try to steal credit for an idea that is not yours, when you are pressed for further information on the thought you most likely will be unable to provide it.

How have you put a woman/women on center stage? How would you do it?

There have been times within student social and academic organizations where a woman had a better grasp of the material then I did and I publicly deferred to them and their expertise, I find this to be effective because it communicates that I trust this woman to communicate to the group (which speaks volumes for both her and the rest of the participants).

Are there times when you have or will privilege some women over others?

Yes, and it is here that I believe intersectionality comes into play. When the topic at hand has more of a direct impact on a specific cultural/ethnic/religious community, I see no problem in soliciting and highlighting the women of that group to speak and engage over the less affected women present.

If no formal format exists, how do you (or will) offer peer to peer mentoring? Schedule phone appointments? find a coffee shop or office with other people around? How do you keep it professional?

I am not the best at this because I often don't feel that I have much to offer in terms of mentoring my peers. Yet, I do enjoy having candid spur of the moment conversations about respective experiences and how we managed to deal with them. On the professional note, I think that it is important to create a rapport while making sure not to cross certain emotional/physical boundaries. To ensure I manage this line, I think it is imperative to be mindful of how close and how much physical comforting (hand-touching, shoulder-patting, distance between persons) is given. In addition, managing tone and steering the conversation to make sure that it stays on professional topics is a skillset worth developing.

How would you help the company start a program to attract a diverse talent pool?

Diverse talent wants to go where there is already diverse talent and where they will made to feel

like a respected member of the team and not a token. So, to this end, I would have a company hire more POC middle and top tier management. Once this is done, dedicate programming funds/budgets for developing POC new hires and providing mentoring opportunities.

What are your ideas on hiring practices that are clear and transparent blind résumé evaluation?

I haven't come to a conclusion if I think a blind evaluation process would be more beneficial to women and persons of color, because I want my employer to want to hire me because they know about all of me instead of because they were forced to check their prejudice at the initial hiring stages but will let it out during employment. Yet, I recognize that holding such a position may also becoming from a place of privilege in having an Anglo-Saxon and cis-gendered name.
I think that panel hiring, while making sure that the panel is diverse with men, women, diverse racial backgrounds, and members of both the diversity and HR teams on it may be more fruitful.

How would you structure the design and layout of the workplace to advance diversity (portraits, art, architecture, iconography etc.)?

First, I think it would be helpful to have members of affinity networks within the workplace sit on building/facilities/design committees to ensure that displays and interior design is mindful of a diverse experience. Second, I think it would be helpful to solicit and commission local artists to submit designs and works of art to be featured within the workplace.

How would you create a policy on equal wages for equal work?

It seems simple to me that companies should have equal pay for equal work. For me this means that people who are under the same work title should be receiving the same base pay. Beyond this foundation, I am not opposed to providing employees with half and full step raises for additional qualifications that they bring to their position, but these qualification raises must be equal across genders and need to be transparently available internally within the company.

How would you boost gender diversity within their own operations improving retention, and lowering the considerable cost of staff turnover?

It's my belief that people are more prone to stay with their employer when they feel valued, supported, and respected. Along these axes, it is important to provide woman employees with institutional support of how to navigate their profession as a woman that has intersectional identities. So, I envision formal dual/parallel formal mentoring program structures that give woman employees access to mid-level and senior-level employees to provide them with a space to ask questions and generate feedback. Additionally, creating strong anti-discrimination/anti-harassment policies and training seminars which all employees including C-Suite employees are required to attend would be a great foundation.

What rules and criteria will you create for promotions?
Promotions would be based on a stratified process where employees would be reviewed by immediate mentors, project supervisors, and members of the HR team. If following my earlier recommendations, this would ensure that the individuals determining an employee's promotion

would itself be diversified and able to speak to different aspects of the candidates work persona.

How will you eliminate gender bias eliminated in performance reviews?

Performance reviews would also be conducted in a panel format, so that no one voice/opinion has priority or elevated importance. I think the panel style will also force people to be accountable for their opinions and defend them in a mixed gender setting.

What are the sexual harassment policies and interactive training you will put in place in the workplace? How will you deal with arbitration clauses in sexual harassment policies? New York and California have done away with this.

Arbitration clauses for sexual harassment must go if the culture of protecting sexual harassers and profit over people is to be eradicated. Interactive training that simulates examples of sexual harassment both minor and egregious will be mandatory. Additionally, training will include a section on how to report and who to report to within the company.
Sexual Harassment Policies should incorporate a hotline or blind review process, so that victims have the security of knowing that they will not be on the receiving end of punitive action.

How will you ensure no penalty for flexibility?

In professions where work is collaborative and requires in-face communication and interfacing, flexibility is more difficult to allow. In professions where work is more individualized flexible hours is good for those who have or are expecting families, which I support.

What do you think of options for telecommuting?

There is value in creating a face-to-face work culture, that cannot necessarily be fostered over the phone or computer, so I support telecommuting to an extent but would limit telecommuting hours to 25-33% of the working week.

What clear and transparent rules will you put in place for appointment to committees, leadership opportunities?

I haven't given this issue much thought outside of imposing a requirement that all employees be made aware and allowed to submit an application/candidacy statement for these committees and leadership opportunities.

How is the MeToo movement shaping norms of masculinity?

The MeToo movement is affecting masculinity differently across generations. Among older men (50+), there is a large backlash and fundamental misunderstanding of how women's rights to not be harassed do not equal a lessening of men's rights. In middle age men (30-49), the movement has created feelings of fear and trepidation on how to interact with women in the new era. In the younger male category (1-29), I think there is more of an embrace around the changing of the guard and an easier sense of grappling with and engaging with protecting women and showing them the respect they deserve.

Men mentoring women can make a large impact. Do you fear a backlash?

I do not fear a backlash, I think there are enough good men out there to pick up the slack for any men that would be obstinate or try to make a indignant point on mentoring women.

How do you understand that there are times when certain gender specific policies can serve a legitimate purpose, however, that these must be determined on a case by case basis?

It seems simple to me that women employees should be afforded additional leniency and protections in regard to sanitary products and pregnancy/family leave. In addition, to blanket provisions, additional requests should be taken on a case by case basis.

As an ally, how can you play an integral role in constructing these equalizing policies and constructing care as a policy issue?

I can advocate for and make the argument that woman shouldn't be penalized for choosing to have a family. That operating a business and caring about your employees is good for both internal business retention as well as producing solid work deliverables. It is also worthwhile to let my employers know that I don't mind taking on extra work while colleagues are on leave because it sets the culture that they would do the same for me if I had a family or medical situation.

As an ally who will be in a decision-making role, how will you help prevent retaliation and unequal treatment upon parental leave?

The first step is put anti-retaliation clauses into the bylaws of the company. Secondarily, I think a lot of the possible retaliation comes from jealousy, so it will be important to also provide family leave for male parents or parent's to be so that they can bond with new family members as well.

What are your thoughts on on-ramping (flexible hours at full pay) and guardrails (predictable hours) to help those returning?

On-ramping is a good policy and should be implemented so as to not overwhelm returnees.

What are your thoughts on on-ramp fellowships?

I don't know enough about them to have an opinion.

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely would it be for you to request & participate in work-family policies (i.e. parental leave or flexible work arrangement) if your family situation made that need applicable?

5- Very Likely

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely do you think your male peers would request & participate in one of the company's work-family policies (i.e. parental leave or flexible work arrangement) if their family situation made that need applicable?

3- Somewhat likely. I think that younger men would be more likely to take their leave because we tend to not be as wed to our job as older male generations

On a scale of 1 to 5 (1-not influenced, 5-very likely to influence), how much of your decision to participate in the work-family policies influenced by your perception of what is accepted and expected by leadership/management and your male peers?

1- Not influenced

On a scale of 1 to 5 (1-not comfortable, 5-very comfortable) how comfortable do you feel in your ability to fully be yourself at work?

4

The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts. How much do these descriptions relate to something that you have experienced?

They resonate quite a bit, but they no longer play a significant role in how I act or interact with others.

What role does cultural differences (regional, ethnic, religious, class) if any, play in your attitudes to masculinity and allyship?

Previously, I was informed by religious and ethnic beliefs about masculinity, but as I have become an adult I no longer myself to be directed by such stereotypical/trope related sentiments.

When you see men and women paired together on television, in movies, or other media platforms, what tends to be their relationship?

Traditionally, it has been with men as the dominant and women as the subservient roles. Now, while the interactions are starting to change, they are still majorly directed by men in the superior or important role and women in the inferior/supportive role

How often do you see women in leadership roles on television? Women of color?

This depiction is definitely in the minority and a niche representation. Women of color in those positions is even less visible, but I have recently been able to find and enjoy representation on platforms like Netflix and HBO that do show these demographics in power.

Does the way you see women in positions of power influence your view of women leaders?
No, because I have had the privilege of being around brilliant and fantastic women leaders, so I know that they have just much capability if not more to lead then men do.

Has the way you have seen women in positions of power on television influenced your actions

or decisions to be an ally for women in your professional life?

Not in any significant way, but when I see that representation on the TV it more so reinforces my ideas about woman being great leaders that I have seen in my own day to day.

Do you fear allyship or resulting backlash based on how the media portrayal of women?

No.

A.C.

Interview by Margaret Gallagher

How do you define allyship? Ally?

I think of an ally as someone who not only appreciates some of the inherent challenges faced by a minority group that he or she belongs to but is also willing to take some sort of positive action on behalf of that minority. I wouldn't consider someone who is sympathetic to that particular minority but otherwise passive to be an "ally."

Do you consider yourself to be an ally for women? How so?

I want to say "yes" because I think that women and gays face many of the same challenges in a professional setting, but then looking at my own definition above, I don't think I am much of an ally if ultimately I am doing it for self-serving reasons. Maybe I should change my definition of 'allyship' to include a situation where two people from different minority groups or minority/majority groups acknowledge that they have a common objective and work together towards achieving that common objective.

How do you speak up for women when they are overlooked?

That's a difficult question because I think there are two forces at play in a professional setting: biases, but also an office hierarchy. As a junior person, I can't challenge my boss for not letting women speak up or for shifting the conversation to topics that exclude anyone who is not a straight male. Among peers, however, I don't think I would have any problem shifting the conversation to ensure that everyone is involved and can contribute.

How do you help amplify women's voices, not competing with them for influence or for the sake of showcasing what an admirable feminist you are?

I don't think there is anything admirable about being a feminist – to me it's just about recognizing that everyone benefits from empowering women in society. As a gay man, I prefer working with women than with straight men, so I know that I have everything to gain in seeing them progress professionally. That means recognizing their contributions day to day and having the humility to role they have played in my professional development too.

How do you bolster and draw attention to women's voices, and the voices of women of color?

I think the answer to that is visibility within the organization. You need women and women of color in leadership roles throughout the organization. I have experienced this myself. When I learned that the GC of the international bank where I worked was not only a woman but also a lesbian, my perspective of the place changed completely. I had someone that I could look up to and I could feel confident being myself in what was otherwise a very masculine environment.

How do you help them to gain as large of an audience as possible? Women face a lot of everyday hurdles that men do not, especially if they have a family or they want to have a family. Too often that decision means that they have to take a step back and their "audience" as a result of it smaller than for someone who can dedicate 100% of his time to his work. We need more flexibility in the work place and large companies should provide childcare facilities for working mothers.

What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?

I find that I can't engage if everyone around me is a straight male. So no, not exactly proactive.

Do you notice exclusion every day? Do you notice who are not there? Are you proactive? Marc Benioff, Executive Director of Salesforce noticed exclusion and corrected it.

Yes, I do – see my answer above.

To be an ally is to bring intersectionality to the forefront. Gender is only one axis of difference. How do you or will you open the doors to more participation from women and women of color?

I think one way of doing this is by putting them in positions of leadership. People need to have someone to look up to and empowers them to participate more actively in the work place.

I also think that people should be allowed to actively recruit people from specific minorities. I don't buy the argument that it's unfair because some other people from the majority may be more qualified. Of course it's harder to find a perfect fit for a role within a minority. By definition that person is harder to find because it's a minority, but that doesn't mean that the employer needs to cut corners. Just look harder.

How do you make sure women, especially women of color literally take seats at the table, rather than standing on the sidelines?

See above. Quotas and representation matters.

Data has shown that when women do speak out, they can be ignored, or have their ideas taken. As an ally, how will you address this?

I suspect that this data (referred to above in the question) would not be the same if the manager in the room were a woman – so again, we need more women in positions of leadership.

Do you attribute an idea to a woman who offered it, and you endorse worthy ideas and ensure the appropriate person is remembered for them?

Yes absolutely. I think everyone gains from ensuring that women are empowered in the workplace.

How have you put a woman/women on center stage? How would you do it?

… I am not the kind of person to put anyone center stage. People should be given the opportunity to put themselves in the center stage if they feel comfortable doing it. So I would say that the key would be to ensure that women are comfortable taking center stage, by making sure that they will be listened to and treated fairly.

Are there times when you have or will privilege some women over others?

No

If no formal format exists, how do you (or will) offer peer to peer mentoring? Schedule phone appointments? find a coffee shop or office with other people around? How do you keep it professional?

I think coffee in a public place is probably the most appropriate place to meet.

What are your ideas on the world of work/ law firm? Would you help set up or engage in the following? Would you challenge give assumptions about gender, race and sexual identity? How would you help the company start a program to attract a diverse talent pool?

Hire from a wider group of universities. An A should be an A, whether it's from Harvard or a second-tier university.

What are your ideas on hiring practices that are clear and transparent?

I've heard some people suggest that interviewers should be prevented from using the "team fit" criteria in interviews, because that tends to perpetuate the current paradigm.

How would you structure the design and layout of the workplace to advance diversity (portraits, art, architecture, iconography etc.)?

I think open spaces are generally good to ensure that people get to know each other. Law firm offices are not conducive to a culture of openness.

How would you create a policy on equal wages for equal work?

Transparency. I think that's something that law firms do well with their lock steps. I am not sure why other corporates seem to think that that would be impossible to achieve in other industries. I disagree.

How would you boost gender diversity within your own operations improving retention, and lowering the considerable cost of staff turnover?

Flexible working arrangements. Firms lose so much talent when women are forced to choose between their careers and raising a family. This coronavirus crisis is proving that a new working model is possible.

What rules and criteria will you create for promotions?

Quotas for management roles.

How will you eliminate gender bias in performance reviews?

That is a tough question. I think it requires greater training around these practices.

What are the sexual harassment policies and interactive training you will put in place in the workplace? How will you deal with arbitration clauses in sexual harassment policies?

Arbitration clauses in sexual harassment claims should not be permitted, full stop.

How will you ensure no penalty for flexibility?

I think flexible working arrangements should be generalized indiscriminately. If you implement a policy that requires some sort of justification, then there will already an implicit judgment being made that it's going to cost the company in terms of productivity. I just don't think that's true and if everyone gets to take advantage of it, then the advantages will become obvious.

What do you think of options for telecommuting?

See above.

What clear and transparent rules will you put in place for appointment to committees, leadership opportunities?

I think as a starting point mandatory quota could be helpful

What are the networking and mentorship/sponsorship?

Mentoring and sponsorship should be provided for males and females at all stages of the career ladder.

What is the corporate culture that elevates both male and female employees through appropriate symbols and non- stereotypical leadership roles?

Without strong female leaders in positions of power as role models across all sectors it is difficult to instrumentalize a cultural shift like this so it is important to focus on giving women a seat at the table and empowering those that have one to empower others.

Will you put in place a program on male allies and sponsors?

Yes.

What about a program to counter stereotypes?

I would suggest a program around the general banner of promoting diversity rather than something negative like countering stereotypes.

How will you structure a company's core mission on diversity?

By having women at the table and a diverse intersectional group shaping the policy so as to have a more inclusive approach.

How will you structure the diversity committee and its reporting structure?

The diversity committee should have 50% females at least and the reporting structure should take account of the work/life balance of the committee.

What are the programs and plans for structured career planning, mentorship, role models and networking that you would recommend?

Often and active.

What work/life balance policies through flexible work policies, support systems are available?

Flextime. There should also be access to upskill facilities and programs at no cost.

Does the CEO and company take on the role of advocate of female employment within the wider community through raising awareness, launching initiatives and, in general, acting as ambassadors of gender empowerment?

Yes, it absolutely should.

Does the company create partnerships with external partners and the broader community on gender empowerment?

Again, this would be a very positive step.

Is the diversity strategy focused on a relatively well-defined groups such as first-generation college graduates, female owners of small businesses, or mothers returning to work?

At the initial stages and then it should be reconsidered periodically and expanded.

What are the partnerships with women-led businesses? Are there ventures to ensure they have access to capital?

Yes.

Is women's empowerment part of the empowerment of women and part of corporate social responsibility efforts?

Yes.

What gender equality programs or conferences is the firm engaged in?

I think such programs should be encouraged

How would you collaborate with organizations across industries on research and data backed initiatives that could help generate new ideas and strategies?

I think collaboration needs to occur at every level and really be imbricated into the work process

How would the firm/company promote work outside of their organizations to advance gender justice and diversity?

In my last role, the international bank that I worked for sent surveys to all the law firms on its panel of firms asking them about their diversity initiatives and their diversity scores across employee and management segments. The idea was for the big bank to use its leverage as a major user of legal services to pressure law firms into being more diverse in their recruitment/promotion decisions. The big bank would also give an award at the end of the year to the law firm that showed most commitment to diversity.

How would you create processes and incentives for those in the firm/company to serve as a mentor for women in the community, particularly those seeking to engage in industries that have historically been difficult for women to penetrate?

Male ally awards.

How would you create provisions for annual bonuses, as a way to incentivize focus on and improve diversity?

I am not sure it's a good idea to tie diversity to bonuses directly because people will get cynical, but it helps if involvement in diversity committees is considered (and is recognized as) a plus on an employee's end of year review.

How will you create external pressures from clients to improve together? "When companies like Microsoft make it clear that they factor diversity and inclusion in their hiring efforts, and will reward performance, it changes the way firms approach the work and the issue. it reinforces and accelerates our own work and makes it clear that there's a business case for diversity and inclusion."

See above question.

How will you develop certification programs like the Mansfield Principle which calls for 30 percent women in leadership?

I think it's a great idea and should be developed in companies and law firms alike.

How will you encourage male champions of change?

See above.

What kind of global and local outreach program would you design? Examples might be supporting global symposia, leadership excellence for women awards and symposiums?

All of the above ideas and principles are great benchmarks and I support all of them

How is the MeToo movement shaping norms of masculinity?

I think that the MeToo movement and the series of high-profile arrests that ensued have helped men to confront the sheer scale of the problem across society and the corporate world, in particular. Traditional norms of masculinity have a role to play in terms of shaping this permissive corporate environment. Inappropriate banter, objectification of women, glorification of the "bro" culture, all these things have to change and cannot be tolerated, in particular a place of work.

Men mentoring women can make a large impact. Do you fear a backlash?

Not if the mentoring is done properly. There is a risk of "mansplaning", but if the mentor actually takes an interest in the mentee, then there shouldn't be anything to fear.

As an ally, how can you transform the social value attached to child- care including the role of both parents in caregiving equally? How do you understand that there are times when certain gender specific policies can serve a legitimate purpose, however, that these must be determined on a case by case basis?

Absolutely, there are times when biological functions must be accounted for. This makes me think of the potty parity movement as a great example.

As an ally, how can you play an integral role in constructing these equalizing policies and constructing care as a policy issue?

As an ally I think active promotion and not just passive reaction is required.

As an ally who will be in a decision-making role, how will you help prevent retaliation and unequal treatment upon parental leave?

By supporting generous male and female parental leave.

How will you advocate for fair workplace policies?

In discourse and at meetings and by supporting my female colleagues.

How will you send out the message that work family policies are important to men and women aren't the only ones caring for family members?

Advocating for flexible hours, working from home, on-site child- care helps men and women. Observing how and when colleagues are evaluated and promoted can also be an important area where policies can be adjusted. By having these conversations with friends, family, colleagues and others.

How will you develop caregiving policies for both sexes and offer suggestions on how to design leave so that the outcomes are more egalitarian?

Parental leave should be mandatory, in my opinion.

How will you address challenges that care givers (both female and male) face upon returning to the office?

Childcare on site, if not provided publicly.

What are your thoughts on on-ramping (flexible hours at full pay) and guardrails (predictable hours) to help those returning?

I think they are great ideas.

What are your thoughts on on-ramp fellowships?

Equally a good idea.

How do you feel about flexhours or Agile Working Options, ranging from flexible hours to work from home to remote working?

I think it should be encouraged and indiscriminately so – to my mind, it's the only way to make sure that no one is penalized for it.

What are your perceptions on non-linear leadership tracks that take into consideration women with families?

I think that's to be encouraged. Again, gender quotas could help.

Supportive work-family policies have become increasingly more common. However, research shows that men's responses to these policies are shaped less by their own personal beliefs, and by their perceptions of what is accepted and expected by their male peers. What are your views on work-family policies, such as parent leave, flex time, and part-time work?

I certainly wouldn't care. I think it's more of an economic question – the person who earns more or cares more about their current career prospects is the one who tends to make sacrifices in terms of child-rearing work. At least in Europe.

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely would it be for you to request and participate in work-family policies (i.e. Parental Leave or Flexible Work Arrangement) if your family situation made that need applicable?

5

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely do you think your male peers would request and participate in one of the company's work-family policies (i.e. Parental Leave or Flexible Work Arrangement) if their family situation made that need applicable?

5

On a scale of 1 to 5 (1-not influenced, 5-very likely to influence), how much of your decision to participate in the work-family policies influenced by your perception of what is accepted and expected by leadership/management and your male peers?

1

On a scale of 1 to 5 (1-not comfortable, 5-very comfortable) how comfortable do you feel in your ability to fully be yourself at work?

3

The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts. How much do these descriptions relate to something that you have experienced?

Very much so.

What role does cultural differences (regional, ethnic, religious, class) if any, play in your attitudes to masculinity and allyship?

My rejection towards toxic masculinity is definitely shaped by my experiences growing up gay and toxic masculinity in my home country.

When you see men and women paired together on television, in movies, or other media platforms, what tends to be their relationship?

Love interest.

How often do you see women in leadership roles on television? Women of color?

Hardly ever.

Does the way you see women in positions of power influence your view of women leaders?

Yes, women make better leaders!

Has the way you have seen women in positions of power on television influenced your actions or decisions to be an ally for women in your professional life?

Yes, see above.

Do you fear allyship or resulting backlash based on how the media portray women?

No.

I.Z.

Interview by Margaret Gallagher

How do you define allyship? Ally?

Those who share same or similar vision/goals.

Do you consider yourself to be an ally for women? How so?

Yes. [I am involved] in several advocacies in my country pertinent to promoting/defending women's rights. Also, I believe that women are part of marginalized groups in many part of the world including in my country.

How do you speak up for women when they are overlooked?

Tell the forum what I feel and think.

How do you bolster and draw attention to women's voices, and the voices of women of color?

Trying to involve women more, provide equal access to women as to men.

How do you help them to gain as large of an audience as possible?

By promoting the issue/topic she is advocating.

What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?

I believe that gender representation is necessary thus I try as best as I could to make sure that they are represented. However, I think the most important is there is a representative who is able to speak or to represent women's interest.

Do you notice exclusion every day? Do you notice who are not there? Are you proactive? Marc Benioff, Executive Director of Salesforce noticed exclusion and corrected it.

I think so.

To be an ally is to bring intersectionality to the forefront. Gender is only one axis of difference. How do you or will you open the doors to more participation from women and women of color?

Actively involving them. Establishing a good network with women rights advocacy group etc.

How do you make sure women, especially women of color literally take seats at the table, rather than standing on the sidelines?

By giving her a role, involving her.

Data has shown that when women do speak out, they can be ignored, or have their ideas taken.

Do you attribute an idea to a woman who offered it, and you endorse worthy ideas and ensure the appropriate person is remembered for them?

Absolutely.

How have you put a woman/ women on center stage? How would you do it?

Assuming the context of this question is there is a women in a stage along with other male speakers, I don't think that on this point I will make a specific effort to highlight her ideas over the other speakers because in respect of dialectical discussion, the forum should be objective. However, I will pay a careful attention to possible gender bias/implicit bias in the discussion forum.

Are there times when you have or will privilege some women over others?

Yes, to make sure gender balance or under circumstances that affirmative action is necessary.

If no formal format exists, how do you (or will) offer peer to peer mentoring? Schedule phone appointments? Find a coffee shop or office with other people around? How do you keep it professional?

Flexible.

How would you help the company start a program to attract a diverse talent pool?

Actively looking for talents.

What are your ideas on hiring practices that are clear and transparent?

I don't think that resume can thoroughly inform a candidate's quality. I prefer in person interview or probation period.

How would you structure the design and layout of the workplace to advance diversity (portraits, art, architecture, iconography etc.)?

I'm not sure about this but I think it is important to have a common room which can accommodate everybody's interest.

How would you create a policy on equal wages for equal work?

I prefer to set wage scale based on rank and provide another incentives or bonus based on performance.

How would you boost gender diversity within your own operations improving retention, and lowering the considerable cost of staff turnover?

I'm not sure about this but I think it depends on your recruitment method. As long as you can create a recruitment system promoting gender balance, it will be fine.

What rules and criteria will you create for promotions?

Merit system and affirmative action at certain extent.

How will you eliminate gender bias in performance reviews?

In review process, I will be objective on assessing performance. I prefer to focus on equally distributing work loads, capacity building opportunities and mentoring sytem.

What are the sexual harassment policies and interactive training you will put in place in the workplace? How will you deal with arbitration clauses in sexual harassment policies? New York and California have done away with this.

No place for sexual harrassment at work. However, since not many people really understand what constitutes sexual harassment, I will make sure that all of the employees get an adequate training. Also, I will establish whistleblowing mechanism for those who are harrassed and provide counseling. [An] internal fact-finding mechanism is also necessary to determine what measures will be taken. The office will not influence the victim to settle her claim.

How will you ensure no penalty for flexibility?

What flexibility? If what you mean is flexibilities for those who have family or urgent errands, the office should have a policy to address this issue.

What do you think of options for telecommuting?

The general rule is working at the office. Also there are some events can't be missed such as trial proceedings or client meeting. However, under certain circumstances telecommuting is possible. For example, those who have to do childcare.

What clear and transparent rules will you put in place for appointment to committees, leadership opportunities?

Again, I prefer merit system with heatlhy dose of gender balance.

What are the networking and mentorship/sponsorship?

This is the method to provide equal access to opportunities and capacity building

What is the corporate culture that elevates both male and female employees through appropriate symbols and non-stereotypical leadership roles?

Involving all of them in decision-making process.

Will you put in place a program on male allies and sponsors?

As much as I do with female associates.

What about a program to counter stereotypes?

Equal assignments, work loads, opportunities, punishments.

How will you structure a company's core mission on diversity?

Establishing recruitment, promotion system with sufficient attention towards diversity.

How will you structure the diversity committee and its reporting structure?

Consisting diverse group and reporting to the supervisor

What are the programs and plans for structured career planning, mentorship, role models and networking that you would recommend?

Capacity building to improve substantial knowledge about legal practice, mentoring session with senior lawyers, human rights training, etc.

What work/life balance policies through flexible work policies, support systems are available?

One day off in a month.

Does the CEO and company take on the role of advocate of female employment within the wider community through raising awareness, launching initiatives and, in general, acting as ambassadors of gender empowerment?

Some of them yes.

Does the company create partnerships with external partners and the broader community on gender empowerment?

Yes.

Is the diversity strategy focused on a relatively well-defined groups such as first-generation college graduates, female owners of small businesses, or mothers returning to work?

Probably.

What are the partnerships with women-led businesses? Are there ventures to ensure they have access to capital?

I think so.

Is women's empowerment part of the empowerment of women and part of corporate social responsibility efforts?

Yes.

How would you collaborate with organizations across industries on research and data backed initiatives that could help generate new ideas and strategies?

Sharing knowledge and information

How would you create processes and incentives for those in the firm/company to serve as a mentor for women in the community, particularly those seeking to engage in industries that have historically been difficult for women to penetrate?

Building a positive network.

How would you create provisions for annual bonuses, as a way to incentivize focus on and improve diversity?

Based on rank and performance.

How will you develop certification programs like the Mansfield Principle which calls for 30 percent women in leadership?

Providing opportunities for women to take leadership roles.

What kind of global and local outreach program would you design?

Examples might be supporting global symposia, leadership excellence for women awards and symposiums.

How is the MeToo movement shaping norms of masculinity?

I think it is empowering for women and enlightening for men.

Men mentoring women can make a large impact. Do you fear a backlash?

Not really

How do you understand that there are times when certain gender specific policies can serve a legitimate purpose, however, that these must be determined on a case by case basis?

Yes. for example breast-feeding mother. However I think the policy can be flexible. Either providing child-care or lactation room or allowing breast-feeding mother to have flexible work hours.

As an ally, how can you play an integral role in constructing these equalizing policies and constructing care as a policy issue?

I think it can be started with eradicating mindset that child-care is not only mother's responsibility

As an ally who will be in a decisionmaking role, how will you help prevent retaliation and unequal treatment upon parental leave?

Flexible work time and place for parents policy.

How will you advocate for fair workplace policies?

Enacting fair workplace policies.

How will you send out the message that work family policies are important to men and women aren't the only ones caring for family members?

Advocating for flexible hours, working from home, on-site childcare helps men and women. Observing how and when colleagues are evaluated and promoted can also be an important area where policies can be adjusted.

How will you develop caregiving policies for both sexes and offer suggestions on how to design leave so that the outcomes are more egalitarian?

As I mentioned above, flexible work time and place for parents policy.

How will you address challenges that care givers (both female and male) face upon returning to the office?

I will try to prevent it with pairing them with another colleagues so they still can work and help each others.

What are your thoughts on onramping (flexible hours at full pay) and guardrails (predictable hours) to help those returning?

Agree.

What are your thoughts on onramp fellowships?

Agree.

How do you feel about flexhours or Agile Working Options, ranging from flexible hours to work from home to remote working?

Agree.

What are your perceptions on non-linear leadership tracks that take into consideration women with families?

Disagree. I believe that women with families also can excel at work as long as the office provides flexibilities and has a well managed working environment.

Supportive work-family policies have become increasingly more common. However, research shows that men's responses to these policies are shaped less by their own personal beliefs, and by their perceptions of what is accepted and expected by their male peers. What are your views on work-family policies, such as parent leave, flex time, and part-time work?

I totally support parent leave, flex time and part-time work. Even I think office should accommodate day-care facility.

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely would it be for you to request and participate in work-family policies (i.e. parental leave or flexible work arrangement) if your family situation made that need applicable?

4

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely do you think your male peers would request and participate in one of the company's work-family policies (i.e. parental leave or flexible work arrangement) if their family situation made that need applicable?

4

On a scale of 1 to 5 (1-not influenced, 5-very likely to influence), how much of your decision to participate in the work-family policies influenced by your perception of what is accepted and expected by leadership/management and your male peers?

3

On a scale of 1 to 5 (1-not comfortable, 5-very comfortable) how comfortable do you feel in your ability to fully be yourself at work?

5. However, as a trial lawyer. I think this option can be very limited. It depends on the nature of the work

The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts. How much do these descriptions relate to something that you have experienced?

Yes, it relates so much.

When you see men and women paired together on television, in movies, or other media platforms, what tends to be their relationship?

Partner.

How often do you see women in leadership roles on television? Women of color?

Not often.

Does the way you see women in positions of power influence your view of women leaders?

Not really.

Has the way you have seen women in positions of power on television influenced your actions or decisions to be an ally for women in your professional life?

Not really.

Do you fear allyship or resulting backlash based on how the media portray women?

Not really.

J.S.

Interview by Michael Machado

How do you speak up for women when they are overlooked?

Rather than trying to speak up for women, I usually try to redirect 'the mic' (in most situations, attention and energy) back to women when I notice them being overlooked. This isn't something I've always been good at, but I'm working to stay aware of it and take up less space as compared to the women that I'm in conversation with at school and work. In concrete terms, this can mean referring back to things that women have said by name, directing questions to women in the room when they come up in their area of expertise, and working to maintain an environment where people don't have to compete and be loud to be heard.

How do you help them to gain as large of an audience as possible?

One way of doing this is consistently crediting specific women for the influence they've had on my own thinking, and proactively offering to connect new people with their work or with them personally when an area of their interest or focus comes up. Especially in academia and legal spaces, the reach and audience of one's ideas is real, valuable capital in the truest sense of the word, and it needs to be redistributed whenever possible.

What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?

When marginalized groups aren't in the room, I think it's important to call out behaviors and rhetoric that reproduce the social hierarchies that make those groups marginalized, even at the risk of making people uncomfortable. Proactive allyship should be very connected to discomfort: the ally has to be willing to be uncomfortable with their own position in the social hierarchy, interrogate it, and try to change it, and do the same with people around them even if they are their friends or superiors.

Do you notice exclusion every day? Do you notice who are not there? Are you proactive?

I definitely notice exclusion on a daily basis, especially within the elite academic and legal spaces where I spend most of my time at the moment. The most significant exclusion that I notice in these spaces is the exclusion of working class and poor women's perspectives and voices, especially those who are women of color. Although I could never speak for them, I try to point out this absence and force some reflection on why that is and how it influences the outcomes that these spaces produce.

How do you or will you open the doors to more participation from women and women of color?

I think this has to be a process of conscious outreach, and divestment of our own power, on the part of men who have roles as gatekeepers. If I am involved in hiring or supervision later in my career, for example, I don't think it's enough to just be passively egalitarian towards women around me. It will take an affirmative effort to ask about, learn, and work towards their

articulated needs, and actively make decisions with correcting generational gender inequity in mind.

Do you attribute an idea to a woman who offered it, and you endorse worthy ideas and ensure the appropriate person is remembered for them?

This is something that I make sure to do as much as possible, especially since I am most interested in areas of law and theory that have been pioneered and brought into the public consciousness by radical black women. As an abolitionist, I am careful to cite the founders and developers of that tradition, such as Mariame Kaba, Ruth Gilmore, and Barbara Smith, and acknowledge when I am discussing their ideas and using the terms and concepts that they invented.

If no formal format exists, how do you (or will) offer peer to peer mentoring? Schedule phone appointments? Find a coffee shop or office with other people around? How do you keep it professional?

I usually go with whatever the person being "mentored" prefers, making a point to ask them about their preferences. I make it clear that I am open to whatever setting they are most comfortable with. Usually, if it still gets left up to me, I would opt for a phone conversation or a meetup at school, or in a "work-adjacent" public space like a coffee shop. If the mentoring setting ever seems questionable whether it's pushing the "professional" line, then it's already clear it's not appropriate.

When you see men and women paired together on television, in movies, or other media platforms, what tends to be their relationship?

Especially in popular media, pairings of individual women and men seem to be heavily slated towards a heteronormative romantic end. Even when the pair only relates to each other in a work or educational context, the plot and descriptive elements of the piece almost invariably tend to push them towards some kind of mutual attraction, or at least implies the interest even if it doesn't come to pass.

How often do you see women in leadership roles on television? Women of color?

For most of my life, I rarely saw women and especially women of color in these roles of power and leadership. The worst thing about it was that for much of that time, I didn't really notice this absence until I came into more of a political consciousness about my own privilege and the way other identities are treated in the world. Although cultural depictions of women seem to be changing to, the dominance of portrayals of male leadership in popular culture still exists. It reflects and reproduces the sexist dynamics of the society that it's trying to entertain and portray.

N.C.

Interview by Michael Machado

How do you speak up for women when they are overlooked?

A lot of my other answers focus on this point. Generally, after the incident, I try to confront the actor who overlooked my colleague and explain how I and other people in the room perceived the behavior, and, if my colleague wants me to communicate her personal feelings, how my colleague felt about the encounter. I find that I can make more of an impact in a one-on-one discussion after the fact, when emotions might be less charged, and the actor might be more receptive to discussing and reflecting on the encounter.

How do you help amplify women's voices, not competing with them for influence or for the sake of showcasing what an admirable feminist you are?

In a group discussion, if a colleague of mine has started to make a point but is passed over or is not permitted to complete her thought, I try to interject and return the focus back to her point.

How do you bolster and draw attention to women's voices, and the voices of women of color?

I am a listener by nature, and I try to encourage this behavior among my peers. When I give professional advice, I almost always discuss active listening. Active listening involves thinking about your predisposition to certain sources of information.

What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?

Proactive allyship is something that requires practice, especially when proactive allyship means speaking up or acting in an emotionally charged situation. I am not an assertive person, so, by definition, people might characterize my advocacy as reactive in these types of situations. That being said, effectuating lasting change often involves speaking to a bad actor after emotions cool, and getting them to think critically about how he or she behaved in that moment.

Data has shown that when women do speak out, they can be ignored, or have their ideas taken. As an ally, how will you address this?

I struggle to stand up for myself when a situation becomes charged or confrontational, so my own personal difficulty negatively influences my ability to react in the moment. In situations like this, I have responded by approaching my colleague, acknowledging her experience, listening to her perspective, and asking how I can help her resolve the issue. I have then gone to the actor—the individual that ignored my colleague's point or concerns—to voice my concerns about how the behavior was perceived by the group and how it made my colleague feel.

On a scale of 1 to 5 (1-not comfortable, 5-very comfortable) how comfortable do you feel in your ability to fully be yourself at work/school?

At Penn Law, 4-5. At work, 2-3. Penn Law has been a surprisingly positive experience socially. On balance, the student body is kind and accepting.

The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts. How much do these descriptions relate to something that you have experienced?

This value set has been communicated to me, in whole or in part, expressly and implicitly, in middle school, high school, college, and work, by peers and superiors alike. I personally try to avoid work environments that encourage or expect this set of values.

What role does cultural differences (regional, ethnic, religious, class) if any, play in your attitudes to masculinity and allyship?

It is unclear how any one factor changed my perspective. Within my culture, men and women are encouraged to take education seriously, pursue advanced degrees, and provide financially for their families. This could be why I do not have a gendered view of caregiver and career roles.

When you see men and women paired together on television, in movies, or other media platforms, what tends to be their relationship?

I don't watch a lot of TV shows, but there is a clear gender dynamic on the most popular sports talk shows on television. Two or three men will engage in the substantive commentary, while the (sole) woman on the panel will act as the moderator, with very little opportunity to voice her opinion on the topic. On certain sports talk shows, this is beginning to change as women are given more opportunities to provide substantive commentary or analysis. However, sports commentary is still very gendered, and men are given a hugely disproportionate voice in our country's sports dialogue.

Abdullah Alrasheed

LLM, 2020

Interviewed by May AlAjlan

How do you speak up for women when they are overlooked?

I would first look to the matter objectively, then if I decided that a woman is being treated unjustly, I would speak up for her and "objectively" show that she was ignored just because of her gender.

How do you help amplify women's voices, not competing with them for influence or for the sake of showcasing what an admirable feminist you are?

I never encountered a situation like that so I can't tell what I will do.

How do you bolster and draw attention to women's voices, and the voices of women of color?

If they are being treated unfairly, I would do all what I can to fix the situation, which includes offering legal representation, if needed.

How do you help them to gain as large of an audience as possible?

It's not fair for the other components of society to support a specific group on the expense of other groups. Women should be treated the same way any other component of the society is treated.

What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?

I will speak up for them if they are being portrayed unfairly, which means if lies, misrepresentations, false statements, etc. are involved.

Do you notice exclusion every day? Do you notice who are not there? Are you proactive? Marc Benioff, ED of Salesforce noticed exclusion and corrected it.

Some societies have become very sophisticated to the point that "exclusion" is noticeable in them. However, this exclusion is not practiced solely for the sake of excluding minorities, it's practiced to serve a specific business objective. In other words, exclusion in itself is no longer desired, it's needed to maximize profitability of certain businesses or to increase popularity of certain politicians. This is totally different than a few decades ago, where certain minorities were excluded specifically because of their status regardless of their role in whatever institution they were in.

How do you or will you open the doors to more participation from women and women of color?

My doors are equally open to whoever can bring benefits to the place I'm in regardless of their status.

How do you make sure women, especially women of color literally take seats at the table, rather than standing on the sidelines?

Qualification is the only measurement to see whether a person shall sit on these seats on the first place. Therefore, there should be no "discrimination" against qualified people just to promote diversity.

Data has shown that when women do speak out, they can be ignored, or have their ideas taken. As an ally, how will you address this?

The society shall determine what rhetoric should be heard or ignored. Therefore, extreme statements that spawn from whatever group shall always be ignored.

Do you attribute an idea to a woman who offered it, and you endorse worthy ideas and ensure the appropriate person is remembered for them?

Smart and creative ideas shall be attributed to the people who came up with them regardless of their status.

How have you put a woman/women on center stage? How would you do it?

The crowd shall determine who can be before it on the stage.

Are there times when you have or will privilege some women over others?

The privilege shall be given to the person who deserves it regardless of their color, religion, political affiliation, etc.

If no formal format exists, how do you (or will) offer peer to peer mentoring? Schedule phone appointments? find a coffee shop or office with other people around? How do you keep it professional?

I will follow the "best" existing standards.

How would you help the company start a program to attract a diverse talent pool?

Companies shall not hire people solely based on diversity. The only criteria that the company shall follow is qualification, and qualification means education, experience, etc. If two people possess the exact same qualification and one of them is a person of a diverse background (Person A) and the other is not (Person B), then an interview shall determine who should get the job. Person A's background shall not influence the selection process. The only thing that should influence the selection process is the amount of benefit the company will get from the employee.

What are your ideas on hiring practices that are clear and transparent? blind résumé evaluation. evaluate résumés without names attached in order to reduce potential gender bias.

Managers with hiring powers should give an objective explanation on why they selected a specific

individual over the other final candidates. Furthermore, the same managers should also give an objective explanation on why each of the other final candidates is not fit for the job. Blind resumes is not going to fix the situation because most jobs require an interview, either personal or remote interview, so if a manager has bias against any minority, such manager will exclude this minority after the interview.

How would you structure the design and layout of the workplace to advance diversity (portraits, art, architecture, iconography etc.)?

The workplace shall not promote a group over another, which means the workplace shall be neutral if possible and possible means according to industry standards. For example, if you are doing some banking activities, it's expected that the bank will have a neutral workplace decoration. However, if you are selling goods that are addressed to a specific minority group, then it shall be okay to modify the workplace in accordance with that targeted group and so on.

How would you create a policy on equal wages for equal work?

This is a long-standing controversial issue and will do our best to evaluate people based on their efficiency and quality of work.

How would you boost gender diversity within their own operations improving retention, and lowering the considerable cost of staff turnover?

Gender, racial, religious, etc. diversity shall not be pursued in itself, jobs are given to the ones who are qualified to do them regardless of their background.

What rules and criteria will you create for promotions?

Promotions shall be given to the ones who deserve it and are capable of fulfilling the requirements of the new job, regardless of their background.

How will you eliminate gender bias eliminated in performance reviews?

The individual being evaluated must also submit a self-evaluation. Then the two evaluations should be seen objectively.

What are the sexual harassment policies and interactive training you will put in place in the workplace? How will you deal with arbitration clauses in sexual harassment policies? New York and California have done away with this).

Sexual harassment is a crime just like any other crime. Therefore, it shall have the same procedures followed for any other crime. Due process should also be followed before starting to take actions against any individual. It's outrageous that arbitration can govern over crimes!

How will you ensure no penalty for flexibility?

Flexibility is a new trend everywhere in the world and it shall be encouraged if the situation allows it.

What do you think of options for telecommuting?

Telecommuting is expanding rapidly, and hopefully it will overcome the old-fashioned workplaces. Many jobs require the employee to be present in the workplace for 8 hours a day to do some specific repetitive tasks that the employee can do anywhere on earth. Therefore, a virtual enterprise chat shall take the place of knocking on somebody's door. Each employee will then be evaluated based on their efficiency.

What clear and transparent rules will you put in place for appointment to committees, leadership opportunities?

Qualification, qualification, and qualification!

What are the networking and mentorship/sponsorship?

Mentoring and sponsoring shall be given to those who match them or qualify for them, regardless of their backgrounds.

What is the corporate culture that elevates both male and female employees through appropriate symbols and non- stereotypical leadership roles?

Corporations shall have whatever culture they want, provided that such culture doesn't conflict with equal opportunity standards.

Will you put in place a program on male allies and sponsors?

A corporation shall not adopt procedures or standards that give a certain minority more privileges over other minorities.

What about a program to counter stereotypes?

Stereotypes are an integral part of the human interaction. Therefore, a corporation shall not suppress "tolerable" stereotypes (which means non-offensive stereotypes shall not be suppressed, otherwise, the company will turn into a tyranny).

How will you structure a company's core mission on diversity?

Corporations shall spend their resources on giving jobs to the people who are qualified to do them regardless of their backgrounds.

How will you structure the diversity committee and its reporting structure?

The company shall not put resources into such committee, it should, however, adopt strict measures to prevent non-diversity in the first place. An example of such measures is mentioned above.

What are the programs and plans for structured career planning, mentorship, role models and networking that you would recommend?

This is, unfortunately, outside my scope of expertise.

What work/life balance policies through flexible work policies, support systems are available?

Jobs that can be done remotely without affecting quality shall be done remotely. Pregnant women shall be given extra paid leave on their final stage of pregnancy, because a woman shall not be "forced" to choose between having kids or having a career. Sick people should be given a paid leave, etc.

Does the CEO and company take on the role of advocate of female employment within the wider community through raising awareness, launching initiatives and, in general, acting as ambassadors of gender empowerment?

If the CEO did the above, then such CEO is biased towards females, which fixes an existing bad behavior by creating another bad behavior.

Does the company create partnerships with external partners and the broader community on gender empowerment?

A company shall not spend resources on such partnerships. It should redirect them to ensure non-bias in the hiring process. A company shall not "drag" people into pursuing dreams that they are not capable of achieving in the first place regardless of gender.

Is the diversity strategy focused on a relatively well-defined groups such as first-generation college graduates, female owners of small businesses, or mothers returning to work?

Hiring people solely based on the above is in my opinion a discriminatory behavior against qualified people.

What are the partnerships with women-led businesses? Are there ventures to ensure they have access to capital?

Never dealt with such thing.

Is women's empowerment part of the empowerment of women and part of corporate social responsibility efforts?

Corporate social responsibility is toward ensuring that jobs are given to the ones who are fully qualified to do them, regardless of their background.

What gender equality programs or conferences is the firm engaged in?

None that I'm aware of.

Vishnu Tallapragada

LLM, 2020

Interviewed by May AlAjlan

How do you speak up for women when they are overlooked?

If I find someone who truly deserved a benefit and was discriminated from it on account of their race, gender or culture – I make it a point to raise my view. I ensure people responsible are made aware of this problem and try and resolve the issue as quickly as possible.

How do you help amplify women's voices, not competing with them for influence or for the sake of showcasing what an admirable feminist you are?

I do not believe in amplifying voices of any particular section of society solely to show that they were represented. I also do not believe in superficial aggrandizement to portray myself as being a feminist or otherwise. If I believe someone's voice is to be heard and is being deliberately muffled, I will seek to provide them a platform in my own small way.

How do you bolster and draw attention to women's voices, and the voices of women of color?

It is important to ensure representation – provide a platform where women's voices are heard. It is not to say that representation should be provided for the sake of representation – it needs to be effective and should be given to those who deserve it.

How do you help them to gain as large of an audience as possible?

Promote those who deserve to positions that attract the most publicity.

What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?

If representation of a certain section of society is required in a conversation, it is incumbent on those who have such power to ensure that there is sufficient representation of that community.

Do you notice exclusion every day? Do you notice who are not there? Are you proactive? Marc Benioff, ED of Salesforce noticed exclusion and corrected it.

There is certainly a disparity in my profession when it comes to female representation – something many of us daily acknowledge.

How do you or will you open the doors to more participation from women and women of color?

Given the opportunity, I would allow equal representation in hiring to those most deserving.

How do you make sure women, especially women of color literally take seats at the table,

rather than standing on the sidelines?

Given the opportunity, I would allow equal representation in hiring to those most deserving.

Data has shown that when women do speak out, they can be ignored, or have their ideas taken. As an ally, how will you address this?

Ensure that their points are noticed, and that people are made aware of their sources.

Do you attribute an idea to a woman who offered it, and you endorse worthy ideas and ensure the appropriate person is remembered for them?

Yes.

How have you put a woman/women on center stage? How would you do it?

Provide the same platform presented to me, when I feel there is some active discrimination.

Are there times when you have or will privilege some women over others?

Yes.

If no formal format exists, how do you (or will) offer peer to peer mentoring? Schedule phone appointments? find a coffee shop or office with other people around? How do you keep it professional?

In person mentoring is always more resourceful than any virtual/telephonic mentoring. Treat them like any other professional.

How would you help the company start a program to attract a diverse talent pool?

Provide equal opportunity for employment. Hiring agencies must also portray that representation.

What are your ideas on hiring practices that are clear and transparent? Blind résumé evaluation? evaluate résumés without names attached in order to reduce potential gender bias?

Blind resume evaluation is a good idea.

How would you structure the design and layout of the workplace to advance diversity (portraits, art, architecture, iconography etc.)?

Honoring leaders of the field from different segments of society is a good idea.

How would you create a policy on equal wages for equal work?

Removing blatantly discriminatory policies that distinguishes one employee from another in the same tier based on gender.

How would you boost gender diversity within their own operations improving retention, and lowering the considerable cost of staff turnover?

Removing blatantly discriminatory policies that distinguishes one employee from another in the same tier based on gender.

What rules and criteria will you create for promotions?

Removing blatantly discriminatory policies that distinguishes one employee from another in the same tier based on gender.

How will you eliminate gender bias eliminated in performance reviews?

Removing blatantly discriminatory policies that distinguishes one employee from another in the same tier based on gender.

What are the sexual harassment policies and interactive training you will put in place in the workplace? How will you deal with arbitration clauses in sexual harassment policies? New York and California have done away with this).

Create more stringent measures. Arbitration clauses should provide more options for the complainant to level the power dynamics.

What clear and transparent rules will you put in place for appointment to committees, leadership opportunities?

Blind recruitment.

What is the corporate culture that elevates both male and female employees through appropriate symbols and non- stereotypical leadership roles?

Blind recruitment

Will you put in place a program on male allies and sponsors?

If deemed necessary.

What about a program to counter stereotypes?

If deemed necessary.

How will you structure a company's core mission on diversity?

Removing blatantly discriminatory policies that distinguishes one employee from another in the same tier based on gender.

How will you structure the diversity committee and its reporting structure?

Provide equal representation.

What are the programs and plans for structured career planning, mentorship, role models and networking that you would recommend?

Honor role models from each segment of society through different programs.

What work/life balance policies through flexible work policies, support systems are available?

Flexible paid leaves, work from home culture are some important measures being used more recently.

Does the CEO and company take on the role of advocate of female employment within the wider community through raising awareness, launching initiatives and, in general, acting as ambassadors of gender empowerment?

If they deem necessary.

Does the company create partnerships with external partners and the broader community on gender empowerment?

Wherever they find prudent.

Is the diversity strategy focused on a relatively well-defined groups such as first-generation college graduates, female owners of small businesses, or mothers returning to work?

Yes.

How do you understand that there are times when certain gender specific policies can serve a legitimate purpose, however, that these must be determined on a case by case basis?

Gender specific policies must be flexible and always be determined on a case by case basis to maximize their utility.

As an ally, how can you play an integral role in constructing these equalizing policies and constructing care as a policy issue?

By highlighting the disparities and how these policies can narrow them.

As an ally who will be in a decision-making role, how will you help prevent retaliation and unequal treatment upon parental leave?

Explain that such policies have economic and social benefits for the firm at large.

How will you advocate for Fair Workplace Policies?

Not only do these policies generate a more equitable environment, they have the potential for substantial economic and social benefits to the firm.

How will you send out the message that work family policies are important to men and

women aren't the only ones caring for family members? Advocating for flexible hours, working from home, on-site child- care helps men and women. Observing how and when colleagues are evaluated and promoted can also be an important area where policies can be adjusted.

Not only do these policies generate a more equitable environment, they pose serious economic and social benefits for the firm.

How will you develop caregiving policies for both sexes and offer suggestions on how to design leave so that the outcomes are more egalitarian?

Allow policies to be flexible enough to cater to each case.

What are your thoughts on on-ramping (flexible hours at full pay) and guardrails (predictable hours) to help those returning?

They certainly are worth considering, and conscious decisions must be taken by company leaders keeping in mind their industry constraints.

What are your perceptions on non-linear leadership tracks that take into consideration women with families?

Supportive work-family policies have become increasingly more common. However, research shows that men's responses to these policies are shaped less by their own personal beliefs, and by their perceptions of what is accepted and expected by their male peers.

What are your views on work-family policies, such as parent leave, flex time, and part-time work?

Certainly, should be an option worth considering.

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely would it be for you to request & participate in work-family policies (i.e. Parental Leave or Flexible Work Arrangement) if your family situation made that need applicable?

3

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely do you think your male peers would request & participate in one of the company's work-family policies (i.e. Parental Leave or Flexible Work Arrangement) if their family situation made that need applicable?

3

On a scale of 1 to 5 (1-not influenced, 5-very likely to influence), how much of your decision to participate in the work-family policies influenced by your perception of what is accepted and expected by leadership/management and your male peers?

2

On a scale of 1 to 5 (1-not comfortable, 5-very comfortable) how comfortable do you feel in your ability to fully be yourself at work?

5

The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts. How much do these descriptions relate to something that you have experienced?

Very common.

What role does cultural differences (regional, ethnic, religious, class) if any, play in your attitudes to masculinity and allyship?

Very crucial.

When you see men and women paired together on television, in movies, or other media platforms, what tends to be their relationship?

Generally, a romantic relationship. Though this trend is somewhat changing.

How often do you see women in leadership roles on television? Women of color?

More and more often.

Does the way you see women in positions of power influence your view of women leaders?

Yes.

Has the way you have seen women in positions of power on television influenced your actions or decisions to be an ally for women in your professional life?

Yes.

Do you fear ally-ship or resulting backlash based on how the media portrayal of women?

No.

Jeremiah Oteh

J.D., 2020

Interview by Chukwufumnanya Ekhator

How do you speak up for women when they are overlooked?

For me, speaking up for women is a practice that should not be limited to what I say. My actions should be the primary way in which I "speak up for women". Whenever I am facilitating a conversation or holding space, I mentally position myself in a deferential position to the perspective of the women in the room to ensure that I am doing my part in allowing them the opportunity to feel comfortable and heard in spaces where they have not been comforted and heard, historically.

How do you help amplify women's voices, not competing with them for influence or for the sake of showcasing what an admirable feminist you are?

I try to be an intentional listener each and every time a woman speaks. The first way to amplify a women's voice is to listen—truly listen. From there, I always acknowledge something that struck a chord with me. The intent of this is not to repeat what the woman said or speak over her, but rather to acknowledge that, as a man, I am in a constant state of learning.

How do you bolster and draw attention to women's voices, and the voices of women of color?

I bolster and draw attention to voices of women of color by first building strong, genuine relationships with black and brown women. I do this, first, because I believe it is important to understand someone's personal story in order to accurately draw attention to it. Also, I believe it is important to understand the individual to a comfortable degree so that you can draw attention to their voice on that person's terms—the time in which they are most comfortable and want attention drawn to their voice. After I build that relationship (and during), I bolster their voice by speaking positively about her (they) and providing specific moments of excellence, triumph, vulnerability, and wisdom that she embodied during our personal interactions.

How do you help them to gain as large of an audience as possible?

I have to be pure with this response. I say this with maximum esteem. By, appropriately, "bigging" them up!

As a 1L, I was a member of the Women Entrepreneurship Law Society (WELS). They split from the larger entrepreneurship group on campus, and WELS was much more active on campus. I asked the president of the club if I can be a member—an ally—to absorb and learn from the group and its programs. It was the first time I was explicitly in an all women group. I learned a lot about leadership and how to execute and advocate for women, first and foremost, in a professional space. A large group of students who were interested in entrepreneurship did not

know that the group existed (especially 1Ls), so I shared my experiences with them and connected them with the group's president. This was one way to help them gain as large of an audience as possible.

What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?

Proactive allyship is ferociously responding to racist, misogynistic, bigoted behavior—both actions and inactions—at all times. And, when you don't respond, allowing yourself to feel guilt and shame from the inadequate response; and from there, reflecting and processing the moment in order to make sure it does not happen again.

Do you notice exclusion every day? Do you notice who are not there? Are you proactive?

I do notice exclusion of women of color every day, especially at institutions like Penn. It's a ubiquitous feature of our scholastic experience, outside of affinity group activities. Discussions with students also make is apparent, especially during discussions where race and gender intersect. I try to be proactive by pointing it out, instead of assuming that folks are conscious of it.

How do you or will you open the doors to more participation from women and women of color?

By making it an internal priority, first. It has to be a principal that I practice—something that I am consciously practicing at all times. From there, I try to always say yes when women of color ask to work or partner together on a cause. I also seek them out when I am hoping to partner on a cause. Moving forward, I would like to join a non-profit or do pro bono work that solely supports women of color.

How do you make sure women, especially women of color literally take seats at the table, rather than standing on the sidelines?

During law school, I've curated my courses to focus on intellectual property law. These courses have very few, if any, black women in them. I've pointed this out to classmates and professors on a one-off basis. These actions are not sufficient, however. I have also tried to mentor women in BLSA who are interested in exploring IP courses and recruiting for firms that have clients in heavy-IP related fields. I'm still exploring how I can play a role in actively increasing the number of women of color who are at, and will be at, the tables where I will be during my career as an IP focused attorney.

Data has shown that when women do speak out, they can be ignored, or have their ideas taken. As an ally, how will you address this?

I address this by listening, first. Then, if a woman's perspective is not acknowledged, then I'll speak up and direct the attention back to the woman.

Do you attribute an idea to a woman who offered it, and you endorse worthy ideas and ensure the appropriate person is remembered for them?

Absolutely. This starts with acknowledging my mother for every good and stable attribute of my family.

How have you put a woman/women on center stage? How would you do it?

I have a storytelling podcast that aims to capture a moment of time in a person's life through conversation. We have interviewed four women on the pod—giving them the space to talk about their triumphs and their trials, unfiltered and without interruption. We have more interviews with women coming soon.

Are there times when you have or will privilege some women over others?

Yes, there are times where I privilege some women over others given the duration and type of relationship I have with someone. I privilege my mother over every other woman in my life.

If no formal format exists, how do you (or will) offer peer to peer mentoring? Schedule phone appointments? Find a coffee shop or office with other people around? How do you keep it professional?

As mentioned above, in my response to question 8, I have set up coffees to speak with and mentor women of color who are interested in the area of law I am pursuing. I want to continue to do this. The desire and purpose of the meet-up is career focused, which frames the setting and conversation as professional. It is always professional in purpose, tone, and outcome.

On a scale of 1 to 5 (1-not comfortable, 5-very comfortable) how comfortable do you feel in your ability to fully be yourself at work/school?

I'm at a 3 now-a-days.

The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts. How much do these descriptions relate to something that you have experienced?

I think these pressures, in some ways, are amplified in the black American and Igbo community. A lot of these projections are deemed part of "culture." There's an obligation for my generation, however, to reveal to our parents and elders that this way of thinking is archaic, regressive, and divisive.

What role does cultural differences (regional, ethnic, religious, class) if any, play in your attitudes to masculinity and allyship?

The women in my family create the culture. They create the culture of hard work, discipline, unity, and care. The way they shape the culture plays the primary role in my attitude to masculinity and allyship.

When you see men and women paired together on television, in movies, or other media platforms, what tends to be their relationship?

There tends to be romantic tension, directly stated or implied. Or maybe that's my own interpretation of it. Generally speaking, I do believe that relationships between men and women in pop culture are too often sexualized.

How often do you see women in leadership roles on television? Women of color?

Not often. But right now, I am only watching shows that have prominent black women in them. The show I'm watching now is Little Fires Everywhere on Hulu. Check it out—Kerry Washington is incredible.

Does the way you see women in positions of power influence your view of women leaders?

No, I view women as *the* leaders. I believe our institutions, country, and world would be fundamentally better if women were the decision makers.

I view society, government, and corporate America as following the antiquated patriarchal hierarchy which maintains the status quo and keeps the system intact.

Has the way you have seen women in positions of power on television influenced your actions or decisions to be an ally for women in your professional life?

Not necessarily. I try to be a critical consumer of TV. Being a critical consumer is what my mother required of us when (seldom) watching TV in our home growing up. I'm more influenced by music and podcasts, now. That ecosystem allows people to be more open and honest.

Do you fear allyship or resulting backlash based on how the media portrayal of women?

Not at all. I want to be pushed to do more and focus on how I continue to learn what allyship looks like.

Anonymous

Interview by Chukwufumnanya Ekhator

How do you speak up for women when they are overlooked?

At work, I would speak with the women on the team if I noticed that their opinions were being overlooked or they weren't being considered for the same opportunities and see if they felt that way, and if they were comfortable with me speaking up about it or doing more in meetings to push their cases further.

How do you help amplify women's voices, not competing with them for influence or for the sake of showcasing what an admirable feminist you are?

Inherently, I view things in a simple way, everyone has value to contribute and deserves to be given the same opportunities. If I notice an individual or group is not getting that, I look for how I can change that, regardless of what the reason is. It's unfortunate that at work, this is usually as a result of gender or race, but in those situations, I do my best to make sure everyone is heard and treated fairly.

How do you bolster and draw attention to women's voices, and the voices of women of color?

As touched on above, I try to pay attention to my team's dynamics and engage in both formal and informal conversation with the women on the team to understand if they feel valued and equal on the team in all settings. In the event they don't, I propose some things we may be able to do to improve things and see if they are comfortable with that plan of action

How do you help them to gain as large of an audience as possible?

When organizing events and activities, I am careful to include as many black women as panelists or speakers as possible.

What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?

When women or minority groups are not in the room, I constantly place myself in their position and think of how they would feel about the decisions or the impact it would have on them. Additionally, when unclear about the impact, I may look to reach out to a woman or a member of the minority group informally to get some insight instead of assuming.

Do you notice exclusion every day? Do you notice who are not there? Are you proactive?

I notice it in the number of women and minorities I see around me in the corporate world and even on campus. I am proactive by leading conversations about increasing the representation in these places, and championing programs that help these groups become more successful during applications

How do you or will you open the doors to more participation from women and women of color?

By creating mentorship programs geared specifically to women and minority groups with senior leaders at the organization.

How do you make sure women, especially women of color literally take seats at the table, rather than standing on the sidelines?

By requiring leadership organizations to have a diversity minimum number of leaders in their organization. By educating women of color on the importance of being involved to shape the narrative and open doors for the next round of women.

Data has shown that when women do speak out, they can be ignored, or have their ideas taken. As an ally, how will you address this?

As an ally, I will ensure ideas and thoughts brought up by women, are acknowledged openly and attributed directly towards the person. This would help with other people claiming the ideas and will highlight the value they bring to the team.

Do you attribute an idea to a woman who offered it, and you endorse worthy ideas and ensure the appropriate person is remembered for them?

I do in general, and especially particular to do so when it involves women or minorities as idea hijacking has been a prevalent experience of women and minority groups in the workplace.

How have you put a woman on center stage? How would you do it?

By offering opportunities to lead and showcase her abilities to a wide audience at the organization, while providing guidance and resources as she needs.

Are there times when you have or will privilege some women over others?

I have in the past. I gave more opportunities to lead to women on the team who demonstrated a willingness to work hard and add value to the team.

If no formal format exists, how do you (or will) offer peer to peer mentoring? Schedule phone appointments? Find a coffee shop or office with other people around? How do you keep it professional?

I have used all the above. Phone calls, lunch meetings and coffee shops. I have typically avoided bars and night activities such as dinner.

On a scale of 1 to 5 (1-not comfortable, 5-very comfortable) how comfortable do you feel in your ability to fully be yourself at work/school?

2

The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts. How much do these descriptions relate to something that you have experienced?

In a minimal way. It may be the men I have had the opportunity to be around, but I haven't experienced a lot of men displaying the man box. I personally wasn't raised with those expectations.

What role does cultural differences (regional, ethnic, religious, class) if any, play in your attitudes to masculinity and allyship?

None that I can determine.

When you see men and women paired together on television, in movies, or other media platforms, what tends to be their relationship?

Relationship or man in a lead role.

How often do you see women in leadership roles on television? Women of color?

Rarely to the first and never to the second.

Does the way you see women in positions of power influence your view of women leaders?

No.

Has the way you have seen women in positions of power on television influenced your actions or decisions to be an ally for women in your professional life?

No.

Do you fear allyship or resulting backlash based on how the media portrayal of women?

No, I don't.

Anonymous

University of Pennsylvania Student of Indian Descent

Interview by Chukwufumnanya Ekhator

How do you speak up for women when they are overlooked?

The most common way, in a classroom setting, is to point this out in real time ("Excuse me, Professor, I think X had their hand up/wanted to say something.) if it is a matter of oversight. In one class, I noticed that the professor would give male students more time to answer questions from the professor and would often cut female students off comparatively quickly before they had time to answer. I spoke with women students in the class about this, and with their go-ahead, brought this up with the professor in office hours. The professor adjusted their behavior in a way that created more space for women to answer questions.

How do you help amplify women's voices, not competing with them for influence or for the sake of showcasing what an admirable feminist you are?

I find the easiest way to do this is to just talk less. If I'm in a space with women like a meeting or classroom, I will try very hard consciously to not speak until at least some of them have had a chance to speak.

How do you bolster and draw attention to women's voices, and the voices of women of color?

Through my social media accounts, I try to share more content and highlight/uplift from women of color.

How do you help them to gain as large of an audience as possible?

I don't think this is something I do consciously.

What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?

If I can anticipate this ahead of time, I will invite a woman or other underrepresented person with me to a meeting or event at which they have not previously been invited. I also try to share information about events or opportunities with women of color I know who may be interested.

At the end of my first year…I encouraged three women, who were not planning to do so, to run for the student council. Two of them decided to run (the other, very understandably did not) and were elected. I campaigned actively for three women who were running for the same position I was. Two of them won, as did I.

Do you notice exclusion every day? Do you notice who are not there? Are you proactive?

Yes, I do notice it every day. I try to be proactive as above.

How do you or will you open the doors to more participation from women and women of color?

I think it has to start with a conscious effort that becomes so much a part of your practice that it is second nature.

Data has shown that when women do speak out, they can be ignored, or have their ideas taken. As an ally, how will you address this?

By pointing it out when I notice it and making myself more receptive to notice it (by discussing it with others, etc.).

Do you attribute an idea to a woman who offered it, and you endorse worthy ideas and ensure the appropriate person is remembered for them?

Yes.

How have you put a woman/women on center stage? How would you do it?

Some examples are in answer 5, above.

Are there times when you have or will privilege some women over others?

Yes. I try to privilege women of color, and especially black women over white women, in professional settings.

If no formal format exists, how do you (or will) offer peer to peer mentoring? Schedule phone appointments? Find a coffee shop or office with other people around? How do you keep it professional?

I think this starts by showing a genuine interest in women colleagues professional work and ideas, without any ulterior agenda or motive. Once I know what their professional interests/goals may be, I keep an eye out for opportunities or connections that may be helpful for them so I can make sure they are in the loop.

On a scale of 1 to 5 (1-not comfortable, 5-very comfortable) how comfortable do you feel in your ability to fully be yourself at work/school?

Three. But I think if I hadn't actively built my confidence to be myself in other settings, it would be much harder.

The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts. How much do these descriptions relate to something that you have experienced?

I do not think I present or act in a hyper-masculine way. Most of my friends and people I spend time around are women, and I have never really been interested in sports. I think when I was

younger, I felt out of place for this, but in time I came to be proud of all of the parts of my identity that do not feed into typical toxic masculinity.

What role do cultural differences (regional, ethnic, religious, class) if any, play in your attitudes to masculinity and allyship?

At a certain age I decided I didn't want to exhibit the type of cultural masculinities I had grown up around and have tried to consciously reject them.

When you see men and women paired together on television, in movies, or other media platforms, what tends to be their relationship?

There's always an explicit or implied romantic dimension to it.

How often do you see women in leadership roles on television? Women of color?

Not often, rarer for them to be WOC.

Does the way you see women in positions of power influence your view of women leaders?

Yes. There are not enough of them.

Has the way you have seen women in positions of power on television influenced your actions or decisions to be an ally for women in your professional life?

Not consciously, but it probably has.

Do you fear allyship or resulting backlash based on how the media portrayal of women?

No.

Jake Romm

JD, 2020

Interviewed by May AlAjlan

How do you speak up for women when they are overlooked?

At this moment I think it is primarily coming up in a political sense. Women and women's issues are frequently overlooked in national politics. It is important to try to center these issues and expand our scope of what we think of as so called "women's issues." So yes, reproductive justice is a core issue, but we need to make sure that when we talk about things like race and class and economic and environmental justice that we understand how everything intersects with gender as well.

How do you help amplify women's voices, not competing with them for influence or for the sake of showcasing what an admirable feminist you are?

One thing everyone does, myself included, is that when you believe in something your first instinct is to want to talk about it. But part of the process of being an ally is that you need to learn to just sit back and listen and try not to dominate the conversation. It means having more humility, more than you have been socialized to have as a man, and so that process of humbling is also an unlearning of a lot of prior socialization.

How do you bolster and draw attention to women's voices, and the voices of women of color?

It mainly comes from trying to read things by and about women and women of color and share those texts with people. They are saying things in significantly better way than I ever could because it comes from experience and just a much broader and longer course of learning than what I have. It is just in a lot of ways a different way of seeing and knowing. People like Nancy Fraser and Adrienne Rich have, for me, been especially instructive.

What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?

I guess proactive allyship means that when you find yourself in a situation when you need to be the one speaking, you have to have done the work, the ongoing, never ending reading and listening. You have to always be educating yourself so that when the time for speaking does arrive you don't fall on your face and misarticulate some crucial point.

Do you notice exclusion every day? Do you notice who are not there? Are you proactive? Marc Benioff, ED of Salesforce noticed exclusion and corrected it.

I do, I believe a lot of that comes from the media and larger structural problem. I used to write criticism for a magazine and looking back I certainly noticed a blind spot in my own writing and the writing of many other critics to issues of gender, especially when "great artists" are involved.

There's kind of an injunction towards positivity nowadays and it stops people from maybe being as critical and harsh as a work deserves. Something media and media-adjacent critics can do going forward, and many are already doing this, is take a more critical eye, gender-wise (and beyond the cheap neo-liberal representation-as-politics we've been seeing).

How do you make sure women, especially women of color literally take seats at the table, rather than standing on the sidelines?

Broadly just supporting and advocating for policies such as free, universal healthcare and the redistribution of wealth is the way to elevate all women and not just a small fraction of them. CEOs should be reevaluating what it means to be a worker at their company and not just say "the important ones are the ones generating capital for us." Rejecting that kind of thinking can help shift the culture away from one which tolerates recriminations against women (and men) for wanting parental leave or for getting pregnant. Furthermore, all of the staff, no matter where they fall on the pay scale, deserve basic dignity, benefits, and living wages.

Data has shown that when women do speak out, they can be ignored, or have their ideas taken. As an ally, how will you address this?

I think one thing that is really important is to try to speak out for them when they are not heard, not to steal the idea but to help refocus the attention (but you need to be careful not to speak up where you aren't wanted or needed, to not make it a kind of white-knight attention stealing scheme). Also, when you have gotten an idea from a woman, always say so and acknowledge them.

How would you help the company start a program to attract a diverse talent pool?

One thing law firms can do is continue scholarships programs and, especially, keep class in mind as an aspect of diversity and use that as an advantage in the hiring process because it really is a big determinant for representation in certain industries, like the law, with massive barriers to entry. It's a problem though when companies think about diversity initiatives only as box ticking without understanding the actual benefit and ethical rectitude of diversity informed hiring.

What are your ideas on hiring practices that are clear and transparent? blind résumé evaluation. evaluate résumés without names attached in order to reduce potential gender bias.

I think blind résumé evaluation can be fine, but I also see some drawbacks to that as it might inadvertently elevate people who had a lot of opportunities because of family connections or class benefit (e.g. unpaid internships), so I am not totally in favor of them.

How would you structure the design and layout of the workplace to advance diversity (portraits, art, architecture, iconography etc.)?

In general, get an artist! Lots of buildings just have terrible corporate art and it would be nice to see some of that decorating money go to artists actually taking risks in the field instead of recapitulating the same zombie-formalist fluff.

How would you create a policy on equal wages for equal work?

My understanding is that a lot of this stems from parental leave problems, so I think one measure would be to have paid, mandatory parental leave for every employee.

How will you eliminate gender bias eliminated in performance reviews?

Eliminate people who are biased! It is a long process and I don't think any one policy can do it.

What are the sexual harassment policies and interactive training you will put in place in the workplace? How will you deal with arbitration clauses in sexual harassment policies? New York and California have done away with this.

Completely getting rid of mandatory arbitration clauses across the board can be a great thing (Penn Law Women's Association advocated for this if I'm not mistaken, you might want to check this), parties can move to arbitration if that is what they want, but I do think that forcing arbitration is certainly a way of buying or coercing people's silence. In terms of interactive trainings, I have been to 1 or 2 and they have been uniformly bad. Have harassment policies that are strong enough to protect low wage worker and contractors and everyone else. These policies need to cover everyone top to bottom.

How will you ensure no penalty for flexibility?

Make sure you have a culture where everyone takes flexible hours. When you have unlimited vacation days, take as many as you can within reason because you are the person who will help set the standard and if you take no vacation, then everyone will be measured against you. This is especially true if you are in a relatively privileged position with respect to office culture.

What do you think of options for telecommuting?

As long as you do not truly need to be physically in a space, there is no reason you should be forced to.

How will you structure a company's core mission on diversity?

Companies should be generally reflective of the areas in which they exist.

How will you structure the diversity committee and its reporting structure?

Make sure that the diversity committee is accurately reflective of the people in the company and do not have an all-white diversity committee or all-male diversity committee (this seems like

common sense, but it happens!). The diversity committee should be as diverse as you are striving to make your company.

What are the programs and plans for structured career planning, mentorship, role models and networking that you would recommend?

I would not recommend structured mentorship in general.

What work/life balance policies through flexible work policies, support systems are available?

You should have a yearlong parental leave for every employee, it should be paid, it should be mandatory, you shouldn't be penalized for taking it, and you should receive trainings to keep you up to date with developments in your field so you don't fall behind. I also think a 4-day work week is important. Also, not requiring people to work or respond to emails after working hours is crucial—these requirements disproportionately affect women who still do the lion's share of domestic labor. Being forced to always be on the clock means many women will need to work while they are also trying to take care of all the social reproductive work our system has placed in their laps.

Is women's empowerment part of the empowerment of women and part of corporate social responsibility efforts?

Yes, of course it is, but again if you are restricting women's empowerment only to corporate women's empowerment then you cannot accurately say that this is women's empowerment writ large—rather, it's just class solidarity, it's corporate empowerment.

What gender equality programs or conferences is the firm engaged in?

I think the biggest gender equality program that a firm could be engaged in is making sure all lower wage staff get paid more and get benefits.

How would you create processes and incentives for those in the firm/ company to serve as a mentor for women in the community, particularly those seeking to engage in industries that have historically been difficult for women to penetrate?

It goes back to the formal mentorship problems that we were talking about, where the ideas of having incentives for how many women you can recruit into the company or how many women you can mentor can just end up recapitulating the same problems with predatory bosses.

How would you create provisions for annual bonuses, as a way to incentivize focus on and improve diversity?

I think it would be better to do away with bonuses altogether and to just pay people a fair wage for their work.

How will you encourage male champions of change?

Changing workplace culture doesn't start at the workplace. If you are trying to make change in the workplace through policy initiative but you and your employees still have these sexiest ideas that you continue to perpetuate outside of the workplace, your initiatives are almost certainly doomed from a structural standpoint. I think an important measure would be to change curricula starting from the lowest grade levels—getting rid of "great men of history" narratives, getting exposure to more female artists and authors, elevating and explaining the absolutely essential nature of social reproductive work, etc....

What kind of global and local outreach program would you design? Examples might be supporting global symposia, leadership excellence for women awards and symposiums?

I don't think that global symposia or leadership excellence for women awards, generally speaking, do much for anybody or anything beyond resumes.

How is the MeToo movement shaping norms of masculinity?

I think it's doing well in terms of putting more stories out into the open and making men reconsider masculine norms, which they have always taken as natural, in light of the horror they enable. It's forcing people to question social arrangements and behaviors that, again, they've always taken as natural, to start to understand that things don't need to be this way.

How do you understand that there are times when certain gender specific policies can serve a legitimate purpose, however, that these must be determined on a case by case basis?

I think in general most policies shouldn't be gender specific everyone should get paid parental leave and it should be mandatory. I also think that ideally, having universal healthcare and childcare would add to that.

How will you advocate for fair workplace policies?

Taking the lead by studying the policies in place and moving them to the right direction. Just be really vocal about fair treatment of all workers, about wage increases for lower waged employees, about the need for more robust benefits and leave policies, etc....

How will you address challenges that care givers (both female and male) face upon returning to the office?

By having training programs people can avail themselves of while on leave or just by having a grace period upon return and fair, informed evaluation during that period.

What are your thoughts on on-ramping (flexible hours at full pay) and guardrails (predictable hours) to help those returning?

The better option is to give everyone flexible hours all the time and to have a grace period when people return to work so they can have enough time to readjust (at full pay) in a way that would not be counted against them in evaluations.

How do you feel about flexhours or Agile Working Options, ranging from flexible hours to work from home to remote working?

I think everyone should work wherever they please, as long as the nature of the work can accommodate that.

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely would it be for you to request and participate in work-family policies (i.e. parental leave or flexible work arrangement) if your family situation made that need applicable?

5

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely do you think your male peers would request and participate in one of the company's work-family policies (i.e. Parental Leave or Flexible Work Arrangement) if their family situation made that need applicable?

2.5

On a scale of 1 to 5 (1-not influenced, 5-very likely to influence), how much of your decision to participate in the work-family policies influenced by your perception of what is accepted and expected by leadership/management and your male peers?

3. These policies don't really apply to me so this is all hypothetical, but I put a number in the middle to signify that my decision is informed both by a personal, self-interested desire to avail myself of any applicable work-family policy as well as a desire to use my position as a man to help push for a culture that not only allows for robust policies, but encourages people to take advantage of them.

On a scale of 1 to 5 (1-not comfortable, 5-very comfortable) how comfortable do you feel in your ability to fully be yourself at work?

It really just depends upon the workplace.

The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts.

How much do these descriptions relate to something that you have experienced?

Certainly, I was socialized in a way that fits some of that description, we all were. I'm not so sure it applies much to my experience now. I hope it doesn't but maybe others would see it differently and I know a number of people who would identify quite closely with that description.

Koji Horiguchi

LLM, 2020

Interviewed by May AlAjlan

How do you speak up for women when they are overlooked?

I will show the importance of diverse opinions to the people who overlook women.

How do you help amplify women's voices, not competing with them for influence or for the sake of showcasing what an admirable feminist you are?

I think it's important to believe sincerely in the importance of participation of diverse human resources. By doing so, our behavior will not be competing for influence.

How do you bolster and draw attention to women's voices, and the voices of women of color?

I think it's important to give women the opportunity to express their opinion when they hesitate to do so before men. For example, in a meeting at work, I care about them (not only women but also junior staffs) so that they can express their opinion.

How do you help them to gain as large of an audience as possible?

I will help women become confident in themselves, by affirmatively accepting their opinion.

What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?

Even when they're not in the room, I think it's important to behave keeping in my mind the existence of minority groups.

How do you or will you open the doors to more participation from women and women of color?

Again, I think it's important to give them the chance to express their opinion

How do you make sure women, especially women of color literally take seats at the table, rather than standing on the sidelines?

At the beginning, I think it may need to make a rule setting number of seats for them.

Data has shown that when women do speak out, they can be ignored, or have their ideas taken. As an ally, how will you address this?

It's important to make other men aware of the fact by showing the data.

Do you attribute an idea to a woman who offered it, and you endorse worthy ideas and ensure the appropriate person is remembered for them?

Yes, I always try to do so.

How have you put a women/ women on center stage? How would you do it?

I would do this by providing them a fair opportunity.

Are there times when you have or will privilege some women over others?

I've never done this. But need to be careful not to do so.

If no formal format exists, how do you (or will) offer peer to peer mentoring? Schedule phone appointments? Find a coffee shop or office with other people around? How do you keep it professional?

I think it's important to make the mentee choose the comfortable way/place of mentoring for them.

How would you help the company start a program to attract a diverse talent pool?

I would help the company by creating a diverse team to recruit talented people. It's essential to collect input from women and other minority groups to start the program.

What are your ideas on hiring practices that are clear and transparent? blind résumé evaluation. evaluate résumés without names attached in order to reduce potential gender bias.

I think blind resume is one of the good ways for clear hiring practices. However, it still needs to conduct face to face interviews in most companies, so making interviewers recognize the importance of debiasing is the most important thing to do.

How would you structure the design and layout of the workplace to advance diversity (portraits, art, architecture, iconography etc.).

I would set up a diverse team to redesign the layout of workplace so that a variety of opinions are reflected.

How would you create a policy on equal wages for equal work?

I think it should be regulated by law.

How would you boost gender diversity within their own operations improving retention, and lowering the considerable cost of staff turnover?

It's important to create a work environment that is comfortable for every people.

What rules and criteria will you create for promotions?

I will create a rule that evaluation should be done by many people to eliminate bias.

How will you eliminate gender bias eliminated in performance reviews?

As I said, although it's difficult to eliminate the bias completely, it can be done if the review is done by a diverse team.

What are the sexual harassment policies and interactive training you will put in place in the workplace? How will you deal with arbitration clauses in sexual harassment policies? New York and California have done away with this).

As to the sexual harassment, it's important to make everyone realize that doing something unpleasant for other people can be harassment.

What do you think of options for telecommuting?

In the current situation, it's becoming more and more important in terms of the flexibility of work. It will enable women (and also men) to work in more flexible way.

What clear and transparent rules will you put in place for appointment to committees, leadership opportunities?

The opportunity should be open to everyone with clear notice and explanation.

What are the networking and mentorship/sponsorship?

Mentorship is important to make women confident. It should be both women-women and men-women mentorship.

What is the corporate culture that elevates both male and female employees through appropriate symbols and non- stereotypical leadership roles?

Corporate culture should be such that enhances the diversity of the firm.

Will you put in place a program on male allies and sponsors?

Yes, I think it's important.

What about a program to counter stereotypes?

Yes, it's also needed to be put in place.

How will you structure a company's core mission on diversity?

I will structure it so that everyone is equal and diversification will lead to the growth of the company.

How will you structure the diversity committee and its reporting structure?

I will structure it with diverse member.

Does the CEO and company take on the role of advocate of female employment within the wider community through raising awareness, launching initiatives and, in general, acting as ambassadors of gender empowerment?

Yes, in the current situation, the CEO still needs to act as an ambassador.

Does the company create partnerships with external partners and the broader community on gender empowerment?

Yes, the company has social responsibility for gender empowerment. Partnerships with external community is a good way to achieve this.

Is the diversity strategy focused on a relatively well-defined groups such as first-generation college graduates, female owners of small businesses, or mothers returning to work?

I think it's important to involve such people because they are usually overlooked.

What are the partnerships with women-led businesses? Are there ventures to ensure they have access to capital?

Access to capital should be fair among women and men.

Is women's empowerment part of the empowerment of women and part of corporate social responsibility efforts?

Yes, I think so.

What gender equality programs or conferences is the firm engaged in?

My firm offers financial products tailored to LGBT people.

How would you collaborate with organizations across industries on research and data backed initiatives that could help generate new ideas and strategies?

I think it's important to gather a lot of data and to make the data analyzed properly.

How would the Firm/company promote work outside of their organizations to advance gender justice and diversity?

It's important to work outside because it will enhance the understanding of diversity.

How would you create processes and incentives for those in the firm/ company to serve as a mentor for women in the community, particularly those seeking to engage in industries that have historically been difficult for women to penetrate?

I would incorporate it in the performance evaluation of employees to motivate them to serve as a mentor.

How would you create provisions for annual bonuses, as a way to incentivize focus on and improve diversity?

I would create the criteria for performance evaluation relating to the improvement of diversity, such as engaging in mentoring program.

How will you create external pressures from clients to improve together? "When companies like Microsoft make it clear that they factor diversity and inclusion in their hiring efforts, and will reward performance, it changes the way firms approach the work and the issue. it reinforces and accelerates our own work and makes it clear that there's a business case for diversity and inclusion."

For example, financial firms like Goldman sacks made a rule to vote against directors if Boards lack women.

How will you develop Certification programs like the Mansfield Principle which calls for 30 percent women in leadership?

This kind of target is important at the beginning. However, it should be removed once the awareness of diversity has developed in the society.

What kind of global and local outreach program would you design? Examples might be supporting global symposia, leadership excellence for women awards and symposiums?

(As I am working in the financing industry,) I think, awarding funds that invests in companies with diverse people would be a good program.

How is the MeToo movement shaping norms of masculinity?

It created the movement against sexual harassment and sexual assault.

Men mentoring women can make a large impact. Do you fear a backlash?

It has both positive and negative impact. So it's important to strike the balance.

As an ally, how can you play an integral role in constructing these equalizing policies and constructing care as a policy issue?

It's essential to create a strict rule in a company to enhance the work-family policies.

As an ally who will be in a decisionmaking role, how will you help prevent retaliation and unequal treatment upon parental leave?

I think it's important to set a strict rule to prevent such kind of treatment.

How will you advocate for Fair Workplace Policies?

I want to act proactively by participating in groups dealing with the issue.

How will you develop caregiving policies for both sexes and offer suggestions on how to design leave so that the outcomes are more egalitarian?

I will develop it so that both women and men should both be able to utilize caregiving policies.

How will you address challenges that care givers (both female and male) face upon returning to the office?

There are variety types of challenges that caregivers face when they return. I think one of the most significant challenges is that the fear of going back to work with suspension, so companies should provide learning opportunity to them.

What are your thoughts on onramping (flexible hours at full pay) and guardrails (predictable hours) to help those returning?

I think both of these programs are good ideas.

What are your thoughts on Onramp Fellowships?

While these programs are important for women, firms and institutions should be more flexible about hiring even without the program.

How do you feel about flexhours or Agile Working Options, ranging from flexible hours to work from home to remote working?

All of things are really important to enhance diversity. And these things will be rapidly implemented driven by coronavirus pandemic.

What are your perceptions on non-linear leadership tracks that take into consideration women with families?

I think the experience at home is also important to become a leader. It should be taken into consideration when choosing a leader.

Supportive work-family policies have become increasingly more common. However, research shows that men's responses to these policies are shaped less by their own personal beliefs, and by their perceptions of what is accepted and expected by their male peers.

I agree with this. It will take more time for the policy to become commonplace.

What are your views on work-family policies, such as parent leave, flex time, and part-time work?

Both men and women should be able to take up a year off for parent leave. Flex time and part-time work is also essential to improve diversity.

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely would it be for you to request and participate in work-family policies (i.e. Parental Leave or Flexible Work Arrangement) if your family situation made that need applicable?

4

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely do you think your male peers would request and participate in one of the company's work-family policies (i.e. Parental Leave or Flexible Work Arrangement) if their family situation made that need applicable?

2

On a scale of 1 to 5 (1-not influenced, 5-very likely to influence), how much of your decision to participate in the work-family policies influenced by your perception of what is accepted and expected by leadership/management and your male peers?

4

On a scale of 1 to 5 (1-not comfortable, 5-very comfortable) how comfortable do you feel in your ability to fully be yourself at work?

4

The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts. How much do these descriptions relate to something that you have experienced?

Very much. we are always told to act like a man.

What role does cultural differences (regional, ethnic, religious, class) if any, play in your attitudes to masculinity and allyship?

These cultural differences all play a large role in my attitudes. Especially, regional factor is the most important.

When you see men and women paired together on television, in movies, or other media platforms, what tends to be their relationship?

It depends on the situation, but I basically see them as lovers.

How often do you see women in leadership roles on television? Women of color?

I don't see that so often.

Has the way you have seen women in positions of power on television influenced your actions or decisions to be an ally for women in your professional life?

I think I have not been influenced by television.

Pablo Arana

LLM, 2020

Interviewed by May AlAjlan

How do you speak up for women when they are overlooked?

In any situation, I make sure that everyone (regardless of gender, race, age, sexual orientation, origin, nationality, religion, etc.) who wants to speak is duly heard. If, for example, a woman says something and she is for any reason overlooked, I will make sure she has another opportunity to speak and make her argument.

How do you help amplify women's voices, not competing with them for influence or for the sake of showcasing what an admirable feminist you are?

I may amplify women's voice if I believe, for any reason, they are being overlooked. However, I believe gender discrimination depends highly on where and when the facts occur. In most of the cases where I work and live, women were (or had the opportunity to be) in the same positions as men, if not in higher positions. Their voices were (and must always) be heard. No one would be comfortable of not hearing what a woman (or a man) has to say. If one day this is not true, I would do what is in my power to amplify women's voices.

On the other hand, I compete with women as I compete with men at my workplace. No differences, from my end. One point worthy of note, though, is that usually (more likely than not) women put more effort in their work and work harder than men. In most of these cases, these women are acknowledged for their accomplishment.

How do you bolster and draw attention to women's voices, and the voices of women of color?

As I said the previous answer, I would only bolster attention to women in case I believe they were not heard as they should in first place. The same manner, I would do every effort possible to draw attention to women of color in case people don't hear them as they should.

How do you help them to gain as large of an audience as possible?

I ask everyone's attention, to the extent that I can, and express that the woman or person who was initially overlooked has something to say and everyone should hear it.

What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?

In case women or other members of minority are absent in the room, I ask if there is a reason for this absence in such a way to embarrass the person hosting the meeting in case there is no proper explanation.

Do you notice exclusion every day? Do you notice who are not there? Are you proactive? Marc Benioff, ED of Salesforce noticed exclusion and corrected it.

As I said above, it is uncommon that women are excluded from meetings in any workplace I have been part of. In my entire career and with no exception, women were either my peers (in my team or counterparty's team) or my bosses.

On the other hand, I often notice exclusion of men and women of color, unfortunately. However, almost all big law firms in Brazil have recently engaged in projects to include minorities in their firms, in particular people of color. Since then, my law firm has hired more people of color, specially interns, and I have trained and tried give them as many opportunities I can so to develop their skills.

How do you or will you open the doors to more participation from women and women of color?

Once I reach a position in charge of hiring people, I intend to have my team composed of half women and half men (almost every team of my firm is already like this). I also intend to form team with people of color, both men and women, representing at least 20% (hopefully more). So far (while I don't have enough power to decide on the people to be hired), I forward with good recommendations the resumes of candidates of color I receive.

How do you make sure women, especially women of color literally take seats at the table, rather than standing on the sidelines?

If there are any women of color present in the gathering, I would make sure they will have seats at the table and their voices will be heard, in case this is not spontaneously guaranteed by the other participants. Likewise, if there is any project of which I am part, while there are no women (or women of color), I would ask the partner in charge the reason for that.

Data has shown that when women do speak out, they can be ignored, or have their ideas taken. As an ally, how will you address this?

I don't let anyone be ignored, in particular if she has a good idea to share. If anyone's (in particular a woman's) ideas are for any reason taken by others, I would make sure to make amends and clarify whose idea was that.

Do you attribute an idea to a woman who offered it, and you endorse worthy ideas and ensure the appropriate person is remembered for them?

Of course, I would always make sure the right person (including a woman) receives due credit for her idea.

How have you put a woman/women on center stage? How would you do it?

Sure, often. For example, once I was training a brilliant young female lawyer and we had an important precedent case to defend. We studied a lot and wrote the appeal together. Then, I made sure she was the one to stand up in front of all commissioners of the agency to present our arguments. After we won the case, I gave her all the merits, in front of our bosses.

Are there times when you have or will privilege some women over others?

Sure. As I would prefer to work with some men over others, I will definitely have my preferences in relation to women, based mainly on their competence.

If no formal format exists, how do you (or will) offer peer to peer mentoring? Schedule phone appointments? find a coffee shop or office with other people around? How do you keep it professional?

I would either have a lunch, coffee or a meeting in the office. Mentoring by phone does not seem right, unless there is a good reason for that (e.g. trip, virus outbreak).

How would you help the company start a program to attract a diverse talent pool?

Yes, I would help engaging in a program to attract a diverse talent pool. Currently, more and more law firms in Brazil are engaging in similar projects (which aim to promote equality of gender, sex orientation, sex identity and race) and I have already volunteered to make my part, for example, selecting and interviewing candidates, giving initial instructions to recent hired personnel.

What are your ideas on hiring practices that are clear and transparent? blind résumé evaluation. evaluate résumés without names attached in order to reduce potential gender bias.

I don't think in my workplace there is any discrimination about gender. At all. The worst I have seen was some female lawyers saying that they would only hire female interns because they take work more seriously. Never the opposite.

That being said, I believe hiring teams only review (or pay attention to) the essays and exams of those candidates who performed well in the interviews. As a possible development in the hiring process would be making sure the essays and exams are blind reviewed.

How would you structure the design and layout of the workplace to advance diversity (portraits, art, architecture, iconography etc.)?

Don't have enough knowledge on that to opine.

How would you create a policy on equal wages for equal work?

I would and am really supportive of this idea. In fact, I believe I would only work in firms that follow this ideal (my law firm has no difference of wage based on race, gender, sexual orientation,

sexual identity, age, etc.). The only thing that is considered is how long the professional become licensed to practice law.

How would you boost gender diversity within their own operations improving retention, and lowering the considerable cost of staff turnover?

Same rule should apply to everyone. I think fair wages and bonus, proper training, valuable experiences, fair and polite treatment to everyone regardless of the circumstances, and realistic career expectations are the aspects that improve retention. I would make sure these criteria are duly met.

What rules and criteria will you create for promotions?

I really like using experience as a criteria (i.e., how many years the employee had his degree in law). However, differential competence in any given year can be rewarded with higher bonus.

How will you eliminate gender bias eliminated in performance reviews?

I don't think this is a problem in my workplace. On the opposite, I can fairly say that women are more likely than not to be better evaluated in my law firm, considering how competent and driven they are.

What are the sexual harassment policies and interactive training you will put in place in the workplace? How will you deal with arbitration clauses in sexual harassment policies? New York and California have done away with this).

I would put in place the most recent ethics code the market applies. Sexual harassment cannot be.

What do you think of options for telecommuting?

Broadly speaking, I really like the idea of home work. However, I know by experience home work is not a really good practice when it comes to training less experienced professionals, such as interns and junior associates. In many cases, they lack discipline to manage their to-do's and/or have difficult to learn from distance (we can compare this scenario with our current online classes now).

What clear and transparent rules will you put in place for appointment to committees, leadership opportunities?

I would put a policy establishing a certain percentage of votes from the Board members (or a specific committee) for new members, once the candidate has reached the eligibility thresholds (e.g. billing goals met).

What are the networking and mentorship/sponsorship?

I think networking, mentorship, sponsorship are really useful and should be foster by the firm considering each employee's particularities.

Will you put in place a program on male allies and sponsors?

I would if I think male allies are in need of such support. Sometimes, men may have a lot of problems that are simply not discussed in any workplace.

What about a program to counter stereotypes?

It would seem interesting, but, from a practical perspective, it may take time to reeducate people.

What gender equality programs or conferences is the firm engaged in?

I think all of the questions above are important and should be forward to a CEO of a firm or person in charge of these matters.

How will your allyship help in "Moving the Needle": Collaborating with Industry Partners Locally and Globally

All the questions below seem also interesting to ask a CEO or a person of higher position. Nevertheless, I will try to answer them as far as I can.

How would you collaborate with organizations across industries on research and data backed initiatives that could help generate new ideas and strategies?

I would fully support and help them to the extent possible. Of course, some data may be confidential and would not have clearance to disclose.

How would the Firm/company promote work outside of their organizations to advance gender justice and diversity?

My firm foster secondment experiences (in both clients and foreign law firms), master's, and every training possible in equal proportion between the gender.

How is the MeToo movement shaping norms of masculinity?

I don't have specific knowledge on the link between the MeToo movement and any change of masculinity. However, as far as I could perceive, firms have been fighting sexual harassment and trying to eradicate it from the workplace. As a result, some actions originally attributed to masculinity may be changing in such a way that women feel more comfortable in the same workplace as men (e.g. prestigious firms would repudiate any man looking at women as a sexual approach or insinuating something).

Men mentoring women can make a large impact. Do you fear a backlash?

It may cause a backlash, yes. With no doubt, men mentoring women may lead, in some cases, to sexual harassment. But I'm not sure the way to deal with this is by forbidden it for good. I'm sure in the majority of the cases, there can be a more experienced man that can teach much to younger professionals, both women and men.

As an ally, how can you transform the social value attached to child- care including the role of both parents in caregiving equally?

I can do it at home. I intend to divide my time at work/home so that my wife has her own time to dedicate herself to her career the same way I do. Once I reach a higher position in a law firm, I may defend policies in this sense.

How do you understand that there are times when certain gender specific policies can serve a legitimate purpose, however, that these must be determined on a case by case basis?

It is hard to imagine an example, but I'm sure a policy may be interpreted out of context or in other circumstance in such a way that the intended goal is misplaced.

As an ally, how can you play an integral role in constructing these equalizing policies and constructing care as a policy issue?

As I said above, I could give an example first. I would be more than happy to invest my time taking care of my son, while my wife invests in her career.

As an ally who will be in a decision-making role, how will you help prevent retaliation and unequal treatment upon parental leave?

Parental leave may be one of the hardest challenges women suffer in the workplace. Most, if not all, discrimination events I witnessed against women at workplace was in relation to women who were about to give birth and would be absent for parental leave, so that they would not be considered for an important project or even promotion. Probably not the best, but a way of trying to combat this (although not necessarily smart from an economic perspective) is to (mandatorily) grant to male employees parental leave equal to women's. Once this practice becomes usual, not only men but also women would be considered absent for many months after having a child, so it may lead to less discrimination against women.

How will you advocate for Fair Workplace Policies?

Retention is pretty much about how happy an employee is in his/her workplace. By defending this idea, I would be able to advocate to fair workplace policies with less (or hopefully no) discrimination.

How will you send out the message that work family policies are important to men and women aren't the only ones caring for family members? Advocating for flexible hours, working from home, on-site child- care helps men and women. Observing how and when

colleagues are evaluated and promoted can also be an important area where policies can be adjusted.

Agree. I would give my example that I care about my wife and son. I need flexible hours, home work and may be greatly benefited from similar policies because I intend to be present for my family and give my wife the same opportunities I have.

How will you develop caregiving policies for both sexes and offer suggestions on how to design leave so that the outcomes are more egalitarian?

By serving as an example and knowing what would be ideal, I would be in a better position as to suggest caregiving policies.

How will you address challenges that care givers (both female and male) face upon returning to the office?

Hard question. Maybe providing some courses and updates to those who are returning to the office would be a first and important step.

What are your thoughts on on-ramping (flexible hours at full pay) and guardrails (predictable hours) to help those returning?

I would suggest flexible hours since every family has different needs.

What are your thoughts on on-ramp fellowships?

To extent I know (which is not much), it seems really interesting. Lawyers returning to work would have a valuable help in this moment of need.

How do you feel about flexhours or Agile Working Options, ranging from flexible hours to work from home to remote working?

I don't know enough to opine.

What are your perceptions on non-linear leadership tracks that take into consideration women with families?

On one hand, I would say it is impressive and great thing. These women put a lot of effort and were rewarded accordingly. On the other hand, it may give the wrong example to many other women. The mothers who become leaders on non-linear tracks probably gave up much of their time, including precious time with their family, to dedicate to their career. The fact that some women did that may mean that giving up your personal life is the only way of succeeding in the career.

Supportive work-family policies have become increasingly more common. However, research shows that men's responses to these policies are shaped less by their own personal beliefs, and by their perceptions of what is accepted and expected by their male peers.

Unfortunately, this sounds accurate. By and large, employees behave in a way they believe they are expected to behave. Unless there is a general change of practices, which may booster by law or health reasons, it is unlikely that a policy stating that men are allowed to work more from home will be spontaneously followed if that it is not the common practice.

What are your views on work-family policies, such as parent leave, flex time, and part-time work?

As a father, I intend one day to work many hours from home, having flex time and, if the case requires, part-time.

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely would it be for you to request and participate in work-family policies (i.e. parental leave or flexible work arrangement) if your family situation made that need applicable?

4

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely do you think your male peers would request and participate in one of the company's work-family policies (i.e. parental leave or flexible work arrangement) if their family situation made that need applicable?

3

On a scale of 1 to 5 (1-not influenced, 5-very likely to influence), how much of your decision to participate in the work-family policies influenced by your perception of what is accepted and expected by leadership/management and your male peers?

3

On a scale of 1 to 5 (1-not comfortable, 5-very comfortable) how comfortable do you feel in your ability to fully be yourself at work?

4.

The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts. How much do these descriptions relate to something that you have experienced?

Almost all of it. However, aggression is not acceptable as a normal behavior, even if only spoken. Besides, many of my peers, including many of the partner of my law firm, are self-declared homosexuals, and discrimination tend to be minimum.

What role does cultural differences (regional, ethnic, religious, class) if any, play in your attitudes to masculinity and allyship?

Not sure if my cultural differences play a role in my masculinity. But certainly, they play a decisive role in my allyship and the way I perceive all people as equals (regardless of gender, sexual orientation, sexual identity, age, origin, religion or class).

When you see men and women paired together on television, in movies, or other media platforms, what tends to be their relationship?

Husband and wife; boyfriend and girlfriend.

How often do you see women in leadership roles on television? Women of color?

Really often I see women in the main role on television. It may be rare to see women of color as main role, though.

Does the way you see women in positions of power influence your view of women leaders?

I guess so. We tend to understand things based on our experience, molded by our rationality.

Has the way you have seen women in positions of power on television influenced your actions or decisions to be an ally for women in your professional life?

Probably not. The way I see women in positions of power in real life influences me to advocate towards having more women in leadership positions.

Do you fear allyship or resulting backlash based on how the media portrayal of women?

Not really. I believe the role media plays in our lives tend to decrease as time goes by.

Robbie Julius

LLM, 2020

Interview by Margaret Gallagher

How do you define allyship? Ally?

Being friends with other person regardless of their status (gender, race, religion etc).

Do you consider yourself to be an ally for women? How so?

Yes. From a personal view, I have many female friends and many times trying to give advice or get advice to/from them in many aspects. In a way, I respect, rely and value their opinion. For an actual implementation. I am part of diversty and inclusion committee at my previous office in which we have created lots of policies, events etc regarding gender equality. In addition I have many experience in specifically ask the board of a majority men group to add women as a member of the board.

How do you speak up for women when they are overlooked?

I will try to explain to the forum to give opportunity and time for the woman to speak up. I think this will empower women more rather than speaking on behalf of women.

How do you help amplify women's voices, not competing with them for influence or for the sake of showcasing what an admirable feminist you are?

Valuing them the same with any other's opinion (from other gender), valuing, hearing and giving honest view. However, try to give the opportunity to talk when needed is important.

How do you bolster and draw attention to women's voices, and the voices of women of color?

Same as 4.

How do you help them to gain as large of an audience as possible?

Assuming it is for a good cause, I would go as far as helping on promotion, etc.

What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?

Taking proactive measures in allyship. Normal behavior, however, I would go the extra mile for example to add female members/minority in if I have the authority to do so.

Do you notice exclusion every day? Not in my daily activities. Do you notice who are not there?

Yes, but not sure (and cannot assume) on why they are not there.

Are you proactive?

Yes.

To be an ally is to bring intersectionality to the forefront. Gender is only one axis of difference. How do you or will you open the doors to more participation from women and women of color?

Yes, I will.

How do you make sure women, especially women of color literally take seats at the table, rather than standing on the sidelines?

Inform the forum, encourage more.

Data has shown that when women do speak out, they can be ignored, or have their ideas taken. As an ally, how will you address this?

Remind the forum and keep giving opportunity.

Do you attribute an idea to a woman who offered it, and you endorse worthy ideas and ensure the appropriate person is remembered for them?

Yes.

How have you put a woman/women on center stage? How would you do it?

Yes. Endorse, promote her more in the forum.

Are there times when you have or will privilege some women over others?

Yes.

If no formal format exists, how do you (or will) offer peer to peer mentoring? Schedule phone appointments?

Yes.

Find a coffee shop or office with other people around?

Yes.

How do you keep it professional?

Clearly state it.

How would you help the company start a program to attract a diverse talent pool?

Set up a robust policy for recruitment to maximize diversity.

What are your ideas on hiring practices that are clear and transparent? Blind résumé evaluation. Evaluate résumés without names attached in order to reduce potential gender bias.

Yes, blind resume evaluation might work (based on merit). Having women/other gender in the interview or reviewing evaluation is also important.

How would you structure the design and layout of the workplace to advance diversity (portraits, art, architecture, iconography etc.)?

Maximize diversity. No particular preference, however putting stuffs that would promote diversity would be preferable.

How would you create a policy on equal wages for equal work?

Will create based on merit regardless any gender, race, etc.

How would you boost gender diversity within your own operations improving retention, and lowering the considerable cost of staff turnover?

N/A

What rules and criteria will you create for promotions?

Performance based.

How will you eliminate gender bias in performance reviews?

Set up a robust policy of non-discrimination.

What are the sexual harassment policies and interactive training you will put in place in the workplace?

Robust policy. No conditioning promotions, awards, training or other job benefits upon acceptance of unwelcome actions of a sexual act. Inapporpriate actions may lead to termination and sexual harassment claim.

How will you deal with arbitration clauses in sexual harassment policies? New York and California have done away with this.

Nullify if possible.

How will you ensure no penalty for flexibility?

Set up a robust policy.

What do you think of options for telecommuting?

Totally agree.

What clear and transparent rules will you put in place for appointment to committees, leadership opportunities?

No conditions except based on performance based/merit.

What are the networking and mentorship/sponsorship?

Networking is exchange of information between persons. While mentoring is proactively giving advice. In a way, mentoring shall also connecting them to others in their network.

What is the corporate culture that elevates both male and female employees through appropriate symbols and non-stereotypical leadership roles?

N/A

Will you put in place a program on male allies and sponsors?

If the purpose is to promote equality and diversity, yes.

What about a program to counter stereotypes?

Yes.

How will you structure a company's core mission on diversity?

Generally identify the company as a global inclusive and bias-free company which attract and retain employees by increasing the diversity of our talent pool.

How will you structure the diversity committee and its reporting structure?

Giving seats to diverse people.

What are the programs and plans for structured career planning, mentorship, role models and networking that you would recommend?

Career planning shall be based on performance and merit. To also promote an inclusive environment through teamwork and networking.

What work/life balance policies through flexible work policies, support systems are available?

Flexible work hours/work at home.

Does the CEO and company take on the role of advocate of female employment within the wider community through raising awareness, launching initiatives and, in general, acting as ambassadors of gender empowerment?

Yes.

Does the company create partnerships with external partners and the broader community on gender empowerment?

Yes.

Is the diversity strategy focused on a relatively well-defined groups such as first-generation college graduates, female owners of small businesses, or mothers returning to work?

Yes.

What are the partnerships with women-led businesses? Are there ventures to ensure they have access to capital?

Yes.

Is women's empowerment part of the empowerment of women and part of corporate social responsibility efforts?

Yes.

What gender equality programs or conferences is the firm engaged in?

All related diversity and inclusion conferences, sexual harrasments, and anti-discrimination.

How would you collaborate with organizations across industries on research and data backed initiatives that could help generate new ideas and strategies?

Collaborate with diversity and inclusive friendly organization – avoiding bias data.

How would the firm/company promote work outside of their organizations to advance gender justice and diversity?

Marketing, logos, ads, products which promote diversity. Hold events and charity to empower gender justice and diversity.

How would you create processes and incentives for those in the firm/company to serve as a mentor for women in the community, particularly those seeking to engage in industries that have historically been difficult for women to penetrate?

Encourage them by implementing training and policies.

How would you create provisions for annual bonuses, as a way to incentivize focus on and improve diversity?

Any contribution toward the diversity and inclusion shall be a variable for promotion bonus, etc . in addition to performance based merit.

How will you create external pressures from clients to improve together? "When companies like Microsoft make it clear that they factor diversity and inclusion in their hiring efforts, and will reward performance, it changes the way firms approach the work and the issue. It reinforces and accelerates our own work and makes it clear that there's a business case for diversity and inclusion."

Same as 41.

How will you develop certification programs like the Mansfield Principle which calls for 30 percent women in leadership?

Specific threshold may be used. But merit based shall be prioritized (in a way can be more than 30%).

How will you encourage male champions of change?

Will use and collaborate as much as possible. For example making an bi-annual office event.

What kind of global and local outreach program would you design? Examples might be supporting global symposia, leadership excellence for women awards and symposiums?

Yes, holding or promoting/sponsoring events such as conferences, training etc toward D&I. Further, our leaders/CEO should also participate in talks concerning D&I.

How is the MeToo movement shaping norms of masculinity?

I see it in a good way. Toxic masculinity must not exist.

Men mentoring women can make a large impact. Do you fear a backlash?

No, I see it in a positive way. Men should be great listeners, and they need to be networker, opening channels to women.

How do you understand that there are times when certain gender specific policies can serve a legitimate purpose, however, that these must be determined on a case by case basis?

I think looking at other model policies implemented by other companies can be a way to understand the purpose of a gender specific policy.

As an ally, how can you play an integral role in constructing these equalizing policies and constructing care as a policy issue?

Attending training, events, etc., and to promote them inside the company. Assuming I have the authority, I will propose to establish a D&I committee commited to these policies (and include myself in it).

As an ally who will be in a decisionmaking role, how will you help prevent retaliation and unequal treatment upon parental leave?

Again, set up policy which may benefit women.

How will you advocate for fair workplace policies?

Promoting this policy outside the company, so that many potential employee can know the culture of our company. Hold many events, talks, training regarding fair workplace.

How will you send out the message that work family policies are important to men and women aren't the only ones caring for family members?

Advocating for flexible hours, working from home, on-site childcare helps men and women. Observing how and when colleagues are evaluated and promoted can also be an important area where policies can be adjusted. Socialization of the policy to employees is important.

How will you develop caregiving policies for both sexes and offer suggestions on how to design leave so that the outcomes are more egalitarian?

Promote them more. Taking it by myself (setting an example), taking this leave should be seen as a normal thing to do.

How will you address challenges that care givers (both female and male) face upon returning to the office?

Same as 56.

What are your thoughts on onramping (flexible hours at full pay) and guardrails (predictable hours) to help those returning?

Acceptable.

What are your thoughts on onramp fellowships?

Really helping and useful for lawyers on hiatus. Help them to get back on track and boosting productivity.

How do you feel about flexhours or Agile Working Options, ranging from flexible hours to work from home to remote working?

Really efficient in boosting productivity.

What are your perceptions on non-linear leadership tracks that take into consideration women with families?

N/A

Supportive work-family policies have become increasingly more common. However, research shows that men's responses to these policies are shaped less by their own personal beliefs, and by their perceptions of what is accepted and expected by their male peers. What are your views on work-family policies, such as parent leave, flex time, and part-time work?

Really efficient in boosting productivity. Employees are likely to be happy as well.

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely would it be for you to request and participate in work-family policies (i.e. parental leave or flexible work arrangement) if your family situation made that need applicable?

5

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely do you think your male peers would request and participate in one of the company's work-family policies (i.e. parental leave or flexible work arrangement) if their family situation made that need applicable?

3

On a scale of 1 to 5 (1-not influenced, 5-very likely to influence), how much of your decision to participate in the work-family policies influenced by your perception of what is accepted and expected by leadership/management and your male peers?

2

On a scale of 1 to 5 (1-not comfortable, 5-very comfortable) how comfortable do you feel in your ability to fully be yourself at work?

4

The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts. How much do these descriptions relate to something that you have experienced?

Not many.

What role does cultural differences (regional, ethnic, religious, class) if any, play in your attitudes to masculinity and allyship?

Yes, I worked in an office culture where men played bigger roles. However, we try little by little to promote D&I and gender equality. Takes time for everyone to get involved, however consistency can bring people to open their mind.

When you see men and women paired together on television, in movies, or other media platforms, what tends to be their relationship?

Friends.

How often do you see women in leadership roles on television? Women of color?

Quite much.

Does the way you see women in positions of power influence your view of women leaders?

Yes, in a good way.

Has the way you have seen women in positions of power on television influenced your actions or decisions to be an ally for women in your professional life?

Yes. Books as well.

Do you fear allyship or resulting backlash based on how the media portray women?

No.

Sanghyuck Park

LLM, 2020

Interview by Margaret Gallagher

How do you define allyship? Ally?

I think an ally is a person who cares about a person in another group, having sympathy. Allyship is the state of mind which allies have.

Do you consider yourself to be an ally for women? How so?

I'm not sure, but I think I'm trying to be an ally for women at least, even if it is not enough.

How do you speak up for women when they are overlooked?

I try to make them included to the conversation.

How do you help amplify women's voices, not competing with them for influence or for the sake of showcasing what an admirable feminist you are?

If the women's voice (opinion) is reasonable, I would embrace it as my own voice. However it doesn't mean I will take their own idea.

How do you bolster and draw attention to women's voices, and the voices of women of color?

I think I can use my position to emphasize them. I really cannot tell about voices of women of color because I don't think we have problems from difference color in my country.

How do you help them to gain as large of an audience as possible?

I would tell people who are close to me first because I'm sure that they would be good supporters.

What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?

I think proactive allyship is that you put some effort to prevent discrimination to women in advance. I try not to concur to certain people's opinion that overlooks women's opinions, etc.

Do you notice exclusion every day? Do you notice who are not there? Are you proactive? Marc Benioff, Executive Director of Salesforce noticed exclusion and corrected it.

I don't think I'm noticing exclusion every day. But I can notice if some female are not somewhere they should be.

To be an ally is to bring intersectionality to the forefront. Gender is only one axis of difference. How do you or will you open the doors to more participation from women and women of color?

Yes I will.

How do you make sure women, especially women of color literally take seats at the table, rather than standing on the sidelines?

By making process that women can reach higher position, for example, objective process of work performance assessment.

Data has shown that when women do speak out, they can be ignored, or have their ideas taken. As an ally, how will you address this?

I didn't think it happened a lot at my workplace. However, if it turned out to be true by data, we have to make atmosphere that they could be respected as a same member of the group, or make a strict rule.

Do you attribute an idea to a woman who offered it, and you endorse worthy ideas and ensure the appropriate person is remembered for them?

I think I'm doing them.

How have you put a woman/ women on center stage? How would you do it?

Yes, when I was in Korea, I was a president of legal voluntary service group in my firm. I picked a female lawyer as a replacement for my position.

Are there times when you have or will privilege some women over others?

Same as answer for 13.

If no formal format exists, how do you (or will) offer peer to peer mentoring? Schedule phone appointments? Find a coffee shop or office with other people around? How do you keep it professional?

I think the most professional way is to meet at office and discuss something.

How would you help the company start a program to attract a diverse talent pool?

I would actively give the company my opinion.

What are your ideas on hiring practices that are clear and transparent? Blind résumé evaluation. Evaluate résumés without names attached in order to reduce potential gender bias.

Blind resume evaluation would be the best choice, at least blind pictures and names of schools

How would you structure the design and layout of the workplace to advance diversity (portraits, art, architecture, iconography, etc.)?

Hanging some art pieces that can remind people diversity on the wall.

How would you create a policy on equal wages for equal work?

By making it transparent. For example, revealing salarys of high position members publicly

What rules and criteria will you create for promotions?

1. Assessment only by their work performance; 2. A quota system

How will you eliminate gender bias in performance reviews?

I think it is important that using scale (standard deviation). By doing this, we can exclude some results those are too extreme compared to average.

What are the sexual harassment policies and interactive training you will put in place in the workplace? How will you deal with arbitration clauses in sexual harassment policies? New York and California have done away with this.

Making a investigation department which is made of female lawyers. Firm has to follow their decision of disciplinary action.

How will you ensure no penalty for flexibility?

By punishing the party who try to harm flexibility.

What do you think of options for telecommuting?

I don't think telecommuting is a good alternative or option.

What clear and transparent rules will you put in place for appointment to committees, leadership opportunities?

I would suggest that making a rule recording or writing everything happened during the appointment.

What are the networking and mentorship/sponsorship?

Sharing their idea.

What is the corporate culture that elevates both male and female employees through appropriate symbols and non- stereotypical leadership roles?

The culture that employees can freely report or discuss about a problem related to discrimination.

Will you put in place a program on male allies and sponsors?

Yes I will.

What about a program to counter stereotypes?

It definitely will help the company. For example, holding education sessions regularly.

How will you structure a company's core mission on diversity?

By ensuring assessment of performance only by their work result.

How will you structure the diversity committee and its reporting structure?

I will form the diversity committee by same numbers between both genders. With regard to reporting structure, I think keeping anonymity is the most important thing.

What work/life balance policies through flexible work policies, support systems are available?

Paid marternity leave.

Does the CEO and company take on the role of advocate of female employment within the wider community through raising awareness, launching initiatives and, in general, acting as ambassadors of gender empowerment?

I don't think my MP (managing partner) is working as that kind of role.

Does the company create partnerships with external partners and the broader community on gender empowerment?

I don't think so.

Is the diversity strategy focused on a relatively well-defined groups such as first-generation college graduates, female owners of small businesses, or mothers returning to work?

I'm not sure about this question. But in my firm, it seems obvious that we don't have enough diversity strategy for mothers returning to work, because most of the lawyers are returning to work after three months they give birth to their babies.

What are the partnerships with women-led businesses? Are there ventures to ensure they have access to capital?

I think sometimes such partnerships are made to get positive image from public. I think it brings positive effects for access to capital these days.

Is women's empowerment part of the empowerment of women and part of corporate social responsibility efforts?

I think so.

What gender equality programs or conferences is the firm engaged in?

We have a committee that investigate discrimination or harassment to women.

How would you collaborate with organizations across industries on research and data backed initiatives that could help generate new ideas and strategies?

I would designate a employee who has a initiatives about improving diversity as a person in charge.

How would the firm/company promote work outside of their organizations to advance gender justice and diversity?

By promoting women employees to the high position. So far, it seems be true that many competent women employees were excluded from promotion to high positions. If the firm fix it, they give positive impression about their firm to outside.

How would you create processes and incentives for those in the firm/company to serve as a mentor for women in the community, particularly those seeking to engage in industries that have historically been difficult for women to penetrate?

By giving support fund to those firm/company

How would you create provisions for annual bonuses, as a way to incentivize focus on and improve diversity?

Giving more bonuses to whom tried to collaborate with the minority and improve diversity.

How will you develop certification programs like the Mansfield Principle which calls for 30 percent women in leadership?

I think the standard of choosing 30 percent women has to be more objective.

How will you encourage male champions of change?

By giving them certain credits which they can get when they try to promote diversity.

What kind of global and local outreach program would you design? Examples might be supporting global symposia, leadership excellence for women awards and symposiums?

By making awards which whoever can get if they promoted diversity

How is the MeToo movement shaping norms of masculinity?

It made men to look back their bias and to think about "egalitarianism" between men and women.

Men mentoring women can make a large impact. Do you fear a backlash?

I don't think so. If a woman is more capable than a man at work, a firm has to designate that woman as a mentor.

How do you understand that there are times when certain gender specific policies can serve a legitimate purpose, however, that these must be determined on a case by case basis?

I think we have to care about both of the aspects.

As an ally, how can you play an integral role in constructing these equalizing policies and constructing care as a policy issue?

I will suggest an idea first.

As an ally who will be in a decisionmaking role, how will you help prevent retaliation and unequal treatment upon parental leave?

By making strong punishment about retaliation or unequal treatment

How will you advocate for fair workplace policies?

I will learn about it and try to explain to other colleagues.

How will you send out the message that work family policies are important to men and women aren't the only ones caring for family members?

Advocating for flexible hours, working from home, on-site child- care helps men and women. Observing how and when colleagues are evaluated and promoted can also be an important area where policies can be adjusted.

How will you develop caregiving policies for both sexes and offer suggestions on how to design leave so that the outcomes are more egalitarian?

I think it is important to make atmosphere of the workplace not to blame someone who use caregiving leave.

How will you address challenges that care givers (both female and male) face upon returning to the office?

Difference between their colleagues who came in the firm in same period. For example, when same year colleague already has been promoted when care giver came back.

What are your thoughts on onramping (flexible hours at full pay) and guardrails (predictable hours) to help those returning?

I think it will help.

What are your thoughts on onramp fellowships?

I have no idea.

How do you feel about flexhours or Agile Working Options, ranging from flexible hours to work from home to remote working?

I think they are reasonable options.

What are your perceptions on non-linear leadership tracks that take into consideration women with families?

I think it is reasonable but would not be admissible in most of firms.

Supportive work-family policies have become increasingly more common. However, research shows that men's responses to these policies are shaped less by their own personal beliefs, and by their perceptions of what is accepted and expected by their male peers. What are your views on work-family policies, such as parent leave, flex time, and part-time work?

I think they are reasonable and firms have to adopt

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely would it be for you to request and participate in work-family policies (i.e. parental leave or flexible work arrangement) if your family situation made that need applicable?

4

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely do you think your male peers would request and participate in one of the company's work-family policies (i.e. parental leave or flexible work arrangement) if their family situation made that need applicable?

4

On a scale of 1 to 5 (1-not influenced, 5-very likely to influence), how much of your decision to participate in the work-family policies influenced by your perception of what is accepted and expected by leadership/management and your male peers?

4

On a scale of 1 to 5 (1-not comfortable, 5-very comfortable) how comfortable do you feel in your ability to fully be yourself at work?

4

The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts. How much do these descriptions relate to something that you have experienced?

A lot.

What role does cultural differences (regional, ethnic, religious, class) if any, play in your attitudes to masculinity and allyship?

Regionally, and traditionally, people in my country usually stressed that men have to dominate women.

When you see men and women paired together on television, in movies, or other media platforms, what tends to be their relationship?

Usually men are dominating.

How often do you see women in leadership roles on television? Women of color?

Less than men and white people.

Does the way you see women in positions of power influence your view of women leaders?

I think I have no specific way.

Has the way you have seen women in positions of power on television influenced your actions or decisions to be an ally for women in your professional life?

Yes.

Do you fear allyship or resulting backlash based on how the media portray women?

No.

Carlos Rodríguez

Interview by Margaret Gallagher

How do you define allyship? Ally?

An ally is a person that supports another person or group.

Do you consider yourself to be an ally for women? How so?

Yes, I consider myself and ally of underrepresented groups such as women and the LGBTQ community. I try to support members of both groups both through probono work and trying to be a mentor for them at work.

How do you speak up for women when they are overlooked?

I believe that actions speak louder than words, so I try to support women at work to let them show why they shouldn't be overlooked.

How do you help amplify women's voices, not competing with them for influence or for the sake of showcasing what an admirable feminist you are?

I don't make everything about myself. I only create the opportunities to let them shine and let their results speak for themselves.

How do you bolster and draw attention to women's voices, and the voices of women of color?

When it comes to probono work, I try to explain everyone involved in the project its importance and the background of the client. When it comes to co-workers, I am very results oriented, and I try to simply allow them to achieve results and try to make their results visible to the organization.

How do you help them to gain as large of an audience as possible?

When it comes to probono projects I try to make periodic meetings firm-wide to share the projects that we are working on and their importance. When it comes to co-workers, I share their results with the partners of the firm.

What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?

I have been very lucky and I haven't been in a situation where women are not represented in a room in my career. Proative allyship would be being supportive for the group even if the support is not requested from you.

Do you notice exclusion every day? Do you notice who are not there? Are you proactive? Marc Benioff, Executive Director of Salesforce noticed exclusion and corrected it.

I have been very lucky and I haven't been in a situation where women are not represented in a room in my career; furthermore, often times most of the best professionals that I have met have been women. I would say that a group that hasn't been as represented in my country is the

LGBTQ community (or at least is not visible) and I have been trying to change this through my example.

To be an ally is to bring intersectionality to the forefront. Gender is only one axis of difference. How do you or will you open the doors to more participation from women and women of color?

I will continue having teams formed mainly by women and I will continue to encourage them to assume challenges and try to make visible their achievements.

How do you make sure women, especially women of color literally take seats at the table, rather than standing on the sidelines?

At work I try to assign them key parts of the projects and I explain them the whole picture so that they can not only sit at the table but be key contributors to the projects.

Data has shown that when women do speak out, they can be ignored, or have their ideas taken. As an ally, how will you address this?

I try to empower them and make it clear to all of the team members of the importance of the women's roles in the project and what are their specific tasks, so that no one can simply take their ideas.

Do you attribute an idea to a woman who offered it, and you endorse worthy ideas and ensure the appropriate person is remembered for them?

Yes, I do.

How have you put a woman/women on center stage? How would you do it?

Assigning them key parts of the projects that we handled at work, and making sure that their deliverables are of excellent quality. Then, when it is time to explain or present such deliverables, I invite them to the meetings with clients and counterparties so that they can explain everything they did (I try to be there as a support but not to outstage them).

Are there times when you have or will privilege some women over others?

Yes. Among the women that were part of my team, I privileged one in particular because of her good results. Therefore, I handled the most complex matters with her.

If no formal format exists, how do you (or will) offer peer to peer mentoring? Schedule phone appointments? Find a coffee shop or office with other people around? How do you keep it professional?

I envied the mentoring process to the work itself. Every single time I assigned a project or a task to them I started by explaining the project, the particular task and asking them if they had any question about it. Since they realized that I enjoy mentoring, the process became natural and they felt comfortable coming to me with questions whenever they wanted.

How would you help the company start a program to attract a diverse talent pool?

I think that it would be important that the firm gets involve in events and projects related with diversity and then post such activities in its website, just like it does with other projects. As a

lawyer that is really focused on diversity, I can say that I always look at this information in the firms' webpages. It is also very important to show that it is possible for diverse lawyers to gro within the organization, by showcasing female partners, LGBTQ partners, etc.

What are your ideas on hiring practices that are clear and transparent? Blind résumé evaluation. Evaluate résumés without names attached in order to reduce potential gender bias.

I don't like the idea. Often times I try to confirm with other members of the team if they know a particular candidate and I ask their opinion, which tends to be key in the hiring process.

How would you structure the design and layout of the workplace to advance diversity (portraits, art, architecture, iconography etc.)?

I would try to include art that is both from male and female artists.

How would you create a policy on equal wages for equal work?

I would have fixed salaries per level, and the levels would be defined by years of experience and professional qualifications.

How would you boost gender diversity within your own operations improving retention, and lowering the considerable cost of staff turnover?

I would try to create programs that allow women to have a family, such as work from home, half-time employment, etc.

What rules and criteria will you create for promotions?

Years of experience plus academic credentials would define the level of the lawyer and his/her salary, so it would be clear for everyone when and how they will be promoted.

How will you eliminate gender bias in performance reviews?

I would avoid any question that might be gender biased and I would include instructions asking to avoid taking into account facts that might lead to gender biased responses.

What are the sexual harassment policies and interactive training you will put in place in the workplace? How will you deal with arbitration clauses in sexual harassment policies? New York and California have done away with this.

There should be a point of contact in the HR department for this kind of cases, that should be trained to deal with them. As part of the onboarding there should be some kind of training about this matter too.

In Colombia, arbitration clauses can be overlooked whenever they are used as an obstacle to access the administration of justice, which would be the case for these kind of scenarios, and therefore the arbitration clauses simply wouldn't apply.

How will you ensure no penalty for flexibility?

I would measure performance by results.

What do you think of options for telecommuting?

I don't like telecommuting because I think that the interaction with coworkers is important. However, I believe that everyone should have the option to do it certain number of days per week.

What clear and transparent rules will you put in place for appointment to committees, leadership opportunities?

Appointments should be based on merits, but also every single committee should be integrated by representatives of all the groups that would be impacted by the committees' decisions.

What are the networking and mentorship/sponsorship?

I wouldn't create rules per se because I believe that it should be a process that should be natural and not mandatory. I would however incentivize such activities through workshops and word of mouth.

What is the corporate culture that elevates both male and female employees through appropriate symbols and non-stereotypical leadership roles?

A corporate culture that considers both men and women as equals and that doesn't try to impose labels.

Will you put in place a program on male allies and sponsors?

I think that there should be a mentorship program in general, without taking into consideration the gender.

What about a program to counter stereotypes?

I wouldn't implement such program. However, I believe that it would be important to eliminate stereotypes through concrete examples.

How will you structure a company's core mission on diversity?

To become a company where diversity is a strength and not a weakness, and where diverse individuals thrieve by embracing their own selves.

How will you structure the diversity committee and its reporting structure?

I would try to have leaders of each group of the firm (women, men, LGTBQ, etc). I would give them independence and authority to create sub-committees if necessary and they would have to report on a quarter basis to the company's board.

What are the programs and plans for structured career planning, mentorship, role models and networking that you would recommend?

Career planning should be very wel established and determined by years of experience plus academic qualifications. This would create transparency and avoid biases. Mentorship should be incentivized but not imposed.

What work/life balance policies through flexible work policies, support systems are available?

At the law firm where I was working there was the possibility to apply to be considered for telecommuting and the HR department was very flexible to consider changes to the modality of the contract to half-time for example whenever it was necessary for an employee.

Does the CEO and company take on the role of advocate of female employment within the wider community through raising awareness, launching initiatives and, in general, acting as ambassadors of gender empowerment?

Yes.

Does the company create partnerships with external partners and the broader community on gender empowerment?

Through probono projects, but other than that it doesn't.

Is the diversity strategy focused on a relatively well-defined groups such as first-generation college graduates, female owners of small businesses, or mothers returning to work?

No, it is focused on the broader category.

What are the partnerships with women-led businesses? Are there ventures to ensure they have access to capital?

No.

Is women's empowerment part of the empowerment of women and part of corporate social responsibility efforts?

No.

What gender equality programs or conferences is the firm engaged in?

A female partner is part of an association of female leaders in the practice of law.

How would you collaborate with organizations across industries on research and data backed initiatives that could help generate new ideas and strategies?

Through probono projects. The firm is part of an NGO called called Fundación ProBono, through which we had access to very interesting projects with organizations such as Women's Link World Wide.

How would the firm/company promote work outside of their organizations to advance gender justice and diversity?

Through probono projects. Such projects are not mandatory but are encouraged by the firm, and it puts all of the firms resources available for such projects.

How would you create processes and incentives for those in the firm/company to serve as a mentor for women in the community, particularly those seeking to engage in industries that have historically been difficult for women to penetrate?

I would be very careful when it comes to incentives. These initiatives should be followed because one believes in them and not because of an incentive. Therefore, I think that it is a matter of example and to educate the firm's members in the importance of this initiatives.

How would you create provisions for annual bonuses, as a way to incentivize focus on and improve diversity?

I wouldn't link bonuses to this. You risk losing the perspective of why it is important.

How will you create external pressures from clients to improve together? "When companies like Microsoft make it clear that they factor diversity and inclusion in their hiring efforts, and will reward performance, it changes the way firms approach the work and the issue. It reinforces and accelerates our own work and makes it clear that there's a business case for diversity and inclusion."

Through example, by making clear to our clients the key role of women in their projects.

How will you develop certification programs like the Mansfield Principle which calls for 30 percent women in leadership?

At the law firm where I worked this isn't necessary. Without any kind of measure the number of women in the organization surpasses the number of men, not only in the organization as a whole, but also in leadership positions.

How will you encourage male champions of change?

I wouldn't approach the matter like this.

What kind of global and local outreach program would you design? Examples might be supporting global symposia, leadership excellence for women awards and symposiums?

I would try to organize a leadership excellence for women awards. It is important to have a role model.

How is the MeToo movement shaping norms of masculinity?

It is creating awareness about consent and its importance.

Men mentoring women can make a large impact. Do you fear a backlash?

It may create the idea that women have to learn from men. That is why I believe that a mentorship program shouldn't explicitly try to pair men with women. It should be a matter of who is a good mentor, regardless of his/her gender.

How do you understand that there are times when certain gender specific policies can serve a legitimate purpose, however, that these must be determined on a case by case basis?

This is true. These measures should be implemented when "positive discrimination" is necessary. However, this is not always the case.

As an ally, how can you play an integral role in constructing these equalizing policies and constructing care as a policy issue?

Listening to women and their concerns and try to identify where it is necessary to even the playfield.

As an ally who will be in a decisionmaking role, how will you help prevent retaliation and unequal treatment upon parental leave?

I would create a special program for these cases, that ensures that women can go back to their works and continue their career paths.

How will you advocate for fair workplace policies?

I would try to be part of the committee in charge of HR decisions, to try to generate change from the inside.

How will you send out the message that work family policies are important to men and women aren't the only ones caring for family members?

Advocating for flexible hours, working from home, on-site childcare helps men and women. Observing how and when colleagues are evaluated and promoted can also be an important area where policies can be adjusted. I would try to continue with some of the policies that the firm where I was working has flexible hours and the possibility to apply to work from home.

How will you develop caregiving policies for both sexes and offer suggestions on how to design leave so that the outcomes are more egalitarian?

Parental leave shouldn't be deducted from working experience to guaranty that once they go back to work they can continue growing within the organization in the same career path as their peers.

How will you address challenges that care givers (both female and male) face upon returning to the office?

I would try to organize a program in which their reincorporation to work is progressive, for them to be able to learn how to handle both responsibilities, which at first can be complicated.

What are your thoughts on onramping (flexible hours at full pay) and guardrails (predictable hours) to help those returning?

It should be like that, because specially at law firms the reality is that even when someone is working "half-time" they end up working full time with half the salary.

What are your thoughts on onramp fellowships?

I don't really know how they work.

How do you feel about flexhours or Agile Working Options, ranging from flexible hours to work from home to remote working?

I think that those options aren't from everyone, but they should definitely be available for those that think that they would be useful for them.

What are your perceptions on non-linear leadership tracks that take into consideration women with families?

I believe that it might be tricky. Linear leadership tracks are more clear for the members of the organization. However, if by "non-linear" you mean considering the parental leave as a variable to define the level of the career track, then I would agree that an adjustment should be made to avoid punishing women simply for having a family.

Supportive work-family policies have become increasingly more common. However, research shows that men's responses to these policies are shaped less by their own personal beliefs, and by their perceptions of what is accepted and expected by their male peers. What are your views on work-family policies, such as parent leave, flex time, and part-time work?

I think they are very important tools that must be implemented in every single company.

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely would it be for you to request and participate in work-family policies (i.e. parental leave or flexible work arrangement) if your family situation made that need applicable?

4

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely do you think your male peers would request and participate in one of the company's work-family policies (i.e. parental leave or flexible work arrangement) if their family situation made that need applicable?

3

On a scale of 1 to 5 (1-not influenced, 5-very likely to influence), how much of your decision to participate in the work-family policies influenced by your perception of what is accepted and expected by leadership/management and your male peers?

1

On a scale of 1 to 5 (1-not comfortable, 5-very comfortable) how comfortable do you feel in your ability to fully be yourself at work?

5

The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts. How much do these descriptions relate to something that you have experienced?

Very much, but with time, and with my example I believe that I am way more comfortable being myself at the law firm where I was working.

What role does cultural differences (regional, ethnic, religious, class) if any, play in your attitudes to masculinity and allyship?

I try to avoid mixing those things.

When you see men and women paired together on television, in movies, or other media platforms, what tends to be their relationship?

They tend to be romantically involved.

How often do you see women in leadership roles on television? Women of color?

More often than before when it comes to women in general. Women of color not that often, but I have been seeing an increase lately, which should be highlighted.

Does the way you see women in positions of power influence your view of women leaders?

Yes. Many of the best leaders that I know are women, and therefore I am aware of how capable they are and how hard they work for what they believe.

Has the way you have seen women in positions of power on television influenced your actions or decisions to be an ally for women in your professional life?

It wasn't the driver for it, but it definitely has encouraged me to keep working on it.

Do you fear ally-ship or resulting backlash based on how the media portray women?

No.

H. M.

JD, 2021

Interviewed by Zahra Keshwani

How do you define allyship or being an ally?

Oh, very broad. Well the question is very broad, I don't know if I would describe it very broadly. Um, just in general? Not from me to a woman?

Yea, just in general.

I obviously think it's being supportive, just generally. It's, I think it's more listening than anything – probably like 90% listening, 10% acting on that. It's not listening and saying, "oh I think this is what you should do." It's listening and saying, "okay," and asking another question and then asking another question and what do you want me to do to help you get there or what do you need from me. I think that's like it at the high level.

Then focusing on women, do you consider yourself to be an ally for women based on your definition?

Yea, I really try to be.

How do you speak up for women when they are overlooked?

I think, I mean, I think that's something I struggle with – noticing when they are overlooked. When I do notice, I mean probably just the general stuff.

Why do you think you struggle with noticing that?

Because, I think that I'm never afraid to assert myself, or talk or speak up. So, if a woman isn't speaking up, or another man, or anyone isn't speaking up and talking, I usually just chalk that up to a choice they're making. That's a knee-jerk reaction. Going deeper than that, obviously it's a socialized choice – it's something that has been ingrained in them. You know, "oh women should be quiet." Or something I notice a lot or something I've been told is that women use a lot more qualifiers than men. So, like, I guess, I notice the qualifiers way more than I notice women not talking which is different than the question you asked.

That's okay. What do you mean by qualifiers?

Just saying like, "I think." Or like, a man would be like, "this is what we should do." Like that is what I would say. And then in all my interactions with men, a guy would push back and be like, "no we should this." Not, "I think we should do this because xyz" followed with "oh that's a great idea, but I think…" That's something I experience much less with men than I do with women. And I think that's something that women get overlooked because they don't push back as hard or they will push back in a way that doesn't seem like a push back to a man, so the opinion might get discounted.

How do you bolster and draw attention to women's voices, or the voices of women of color?

Well, I don't know if I necessarily do that.

Or is this just consistent with not noticing?

No, I don't know if I draw attention to them. When I hear that, I think that when you're in a group setting and you know there's a black woman there, how do you make sure her voice is heard. I don't think I necessarily do that. I think I'm very apt to listen to her though. And I think as apt I am to a man or a white woman, I've definitely learned a lot from those voices. So I try to listen to them and I try to learn from them. And I think my learning from them has helped me incorporate or change and better my views and opinions and things like that. So I guess kind of in a diluted or distilled way, whichever way that would go, I can draw attention to them by making them a part of my voice in the same way.

What do you mean by that?

Like in the same way that – my views are informed by any stimulus I've observed. I've learned a lot from interacting with people on the Journal. Like I've learned a lot from ****, and that's made me reassess some of my views. So when I speak on certain issues now, it will be different than before I knew [him]. And the same goes for my friend ***** who I knew from college and she's a black woman. And now when I speak, I can hear things that I learned from her and I know in what I say.

Since we're talking a little bit about intersectionality – actually even before that. You mentioned how sometimes when women speak up, they either qualify it or they can be ignored or things like that. And data supports that. That when women do speak out, they can be ignored, or have their ideas taken. So, as an ally, I know you said you don't do much and that you try to listen is that stuff that you've undertaken, but how else can you go about addressing this?

Addressing what? That women aren't heard?

That women are ignored when they do speak out. Or have their ideas taken. Like a woman says something, but then a man says it louder and it's his idea now.

Oh, you just got to – "didn't xyz say that?" Obviously there's no name in this situation, but just doing things like that. You know, a big part of allyship, and I think this is going back to the beginning for me in listening is not like, and I don't know if this is right or not, but this is the way I see it, is that it's not acting on someone's behalf. It's helping them to or supporting them to act for themselves. And obviously I know that it's like, you know, it will be much harder if they only act for themselves and they don't have someone supporting them, vocally. But, I think that's something you need permission for. I don't think it's very supportive to speak up on somebody's behalf if they don't want you to.

So, going back to the intersectionality conversation – gender is only one axis of difference. How do you or will you open the doors too more participation from women and women of color? And, how will you make sure that women and women of color literally take a seat at the table, rather than standing on the sidelines – whether it's in the classroom or the work setting.

Oh, well hell yea. I mean, I hope so. I don't know how I…I have no idea what my day tomorrow looks like so I don't know how the conference room I'll be in 5 years from now looks like. But yea, I mean, when I'm at a point where I can implement some kind of structural change, or, you know, if I can do it tomorrow, I will.

So then the conversation is, if you could do it tomorrow, what would you do?

If I could do it tomorrow, I would make everybody just respect each other. Like what? I don't know. I guess, as EIC of this journal, I'll make your voice just as important as anyone else's. All the women (there's a ton of women on the board), they will all have equal talking time and their opinions will be considered equally. So there, that's something I will actively and affirmatively do. Especially on this international publication specifically, intersectionality is so important. That's something we talked about – we had an articles editor meeting last night and **** said that something she regrets in her time is that there are areas of the world that were underrepresented both in authors and subject matter. And that's something that the articles editors and I are going to work on – so something like publishing more women, publishing more women from different parts of the world from places that their voices aren't historically heard. Which, that's something that will be balanced against quality of the article, things like that. But there's two things we can do.

Were you at a law firm last summer and are you going to a law firm next summer/after law school?

No, I was not at a law firm last summer – I was working for a district judge in Ohio who, unintentionally hired 7 white males. It was in Ohio so like, other races weren't really available. I think the law school there is like 96% white. And also, all of the other people had gone through minority hiring programs, so they didn't apply to this clerkship. And they did, they did make offers to women and everything, it just happened this way. But I am going to a law firm this year.

What are your – from whatever you know – what are your ideas or assumptions on the world of work/law firms and the assumptions about gender, race, and sexual identity?

I know it's super shitty. Like you see in the news, as a law student, Jones Day's copious law suits about how they hate women. Uh, which is interesting when you talk to people at Jones Day about that and men about that, but…yea, I can't imagine it's going to be, I don't know. I don't know what it's going to be. I like to assume the best and I don't want to assume the worst because it is so prominent and prevalent right now, I'd imagine things are being done, if not as much as they should be, at least to a certain extent. It also brings up worries of, like, yea, it's really important to be an ally, it's really important to speak up in xyz setting. But then also as a summer associate, and I imagine also in your early career, it's frightening to speak up because you don't want to go against the grain and you don't want to make waves about yourself and hurt your own career prospects and jeopardize your future. So I understand why change has been slow in those areas.

If you had the opportunity to do so, how would you help your future company/law firm to start a program to attract a diverse talent pool? Or like something with the judge and what happened with that?

That was crazy because two out of his three clerks were women. And it wasn't the judge who was in charge of hiring – like he has judge stuff to do. It was his career clerk who was a woman who was in charge of it so it was really her that hired all these seven guys. I think having a woman in charge is awesome, especially for like these recruitment initiatives and changing the structure. I think in the same way that successful women have noted that their career benefits from male allyship, I think that something that would be awesome would be to put a man there that supports the initiative. Whether they both are in charge of the program or whatever it is. Having a male voice that supports the woman in charge. But I also think in these situations, because the industry is so male dominated, to serve also in a consultancy role, because I think when you want to do things to reach an ultimate end goal, the means are important, but you have to assess what's more important – the means or the end?

So you're saying to have women in a more consulting role to attract a more diverse pool?

No, no, no. Have the women be in charge of recruitment. Which I think is also something that is tough because I think a lot of people view that as a "women thing." I think there's a lot of a stereotype around that which is tough….these are very complex problems huh? So yea, I think you just have to put a man in there because that also shows equality and I think it's really important to not be like for purposes of showing that women are the same as men because they're not and I think that's super hurtful to the cause and to promote equality or to promote female success. I don't even know if saying equality is hurtful because do we really want them to be equal or have equitable status?

What are your ideas on hiring practices that are clear and transparent, like blind resume evaluation, resumes without names attached, things like that?

You know, you want to say it's good but it's obviously not because of – I've been alive for 24.5 years and I know that my resume looks the way it does because I'm a white male. And I recognize that. I understand that if I had a more traditionally black name on my resume or a spanish name, it wouldn't be viewed as favorably as if it were my name.

So do you think that would make a difference then?

Blind resume? I think blind resume would because there's obviously people of color and women and women of color that –

But you think the experiences that are on the resume would be indicative of whatever is being blindly assumed?

Well, no, no, no. I don't think they would look at my resume and be like "oh this is a white dude." I think they would look at my resume and be like, "oh we like this, we like this, we like this." And the reason I have those things is partially attributable to the way I look, the way I was raised, socioeconomic, all those factors. So I think blind resume review is good, but I don't think it accounts for these institutionalized roadblocks.

Two parts to this next question. What rules or criteria will you create for promotions? And, consistent with that, how will you help to eliminate gender bias in performance reviews since so often performance reviews are used for promotions?

I know nothing about gender bias in performance reviews. I imagine that it's generally worse for women. And for promotions, can you repeat the first part?

What rules or criteria will you create for promotions?

Oh god. Of course we want a complete and honest meritocracy. But, I remember, I've heard that there are problems with that. It seems very impractical to do it as a complete and honest meritocracy because we aren't just pieces of paper that you can just list credentials. We're individuals. I don't know. I don't think that that's something that I can come up with. I don't think it's something that I or any single person can come up with. God, wouldn't it be awesome if we could just feed everything into an asexual robot and they could decide it? I don't know. Of course, you want to say that like 3 women, 3 men. The women deliberate together. The men deliberate together. They come together and then talk to each other about who they think the best candidates are. And you have one wizard who rules over it all – like they make the right decision every time. Because you can't split it 50-50. That's ridiculous. That's a quota system. Ah, this sucks that we have to do this, but this is kind of fun.

Yea. It's because it's not things that you normally think about. Like you know that issues exist, but thinking about the policy changes that you need to implement, the practical minutia is huge.

Yea, I don't know. I think you would have to have voices in the decision process that…I don't know. Something that I've learned in my first year of law school – when we did our rape unit in crim, was just about how rape laws are made by men.

Who did you have for crim?

Well I went to Ohio State, so I had Joshua Dressler who you may have heard of.

I had Morse and he loves Dressler.

Really? I love Dressler. So yea, we did a rape unit in crim and we talked for a day about how rape laws are created by men and men react differently to someone trying to rape them than women do. So, naturally, I thiink women would be more undertanding of what makes a female good…but then I think our whole eocnomic system is based on men. Like if you want to succeed in American capitalism (or really anywhere in the world), you have to do it the way a man wants you to do it because that's what the system is based on. You know what, all women should be men and that's what should happen, haha.

Interesting.

That's a joke. Please don't soundbite me. Please. Please put in italics – "dripping with sarcasm."

Will do.

Yea, I think we just have to put women at the top. It's tough to get them there – which is what we're trying to figure out how to get them there.

It's interesting that you talk about it as this difficult thing and this inherently soceital, structural thing.

I mean, yea, isn't it.

Yea, it is. So when we talk about it from the law firm context, we're trying to move the needle, just a little bit. A little bit at a time and hopefully, eventually get to some sort of change or some sort of policy that will assist in that change. So, when we talk about moving the needle, do you think collaborating with organizations that have research and data that show which types of initiatives will help with the advancement of women…do you think something like that would be helpful in a law firm setting?

Well you can show me data till I'm blue in the face. But, if I don't care about it, it's a waste of time. So I think you have to have a committee that wants to put these initiatives in place to achieve these goals. Sure, if they want to look at data which says which initiatives are generally successful, that would be great if they had that and institute those initiatives or derivatives of those initiatives. See if it works over however long. And they have to really care about it and look at the data they come up with. I mean that data, if somebody outside of the law firm compiles it, or analyzes it and says, oh, this huge spreadsheet means xyz, to make it digestible, that's fine. I would imagine. Because then they can look at it and realize what didn't work. And then I don't know much about corporate structure psychology. Hopefully, they wouldn't just double down and say, "oh we just have to do it harder. Do the thing that's not working harder."

How do you think the MeToo Movement has shaped norms of masculinity?

I think it's pissed a lot of men off. I think some of that anger comes from fear. Like a lot of men are like, "oh I did that and I didn't think it was bad." Whatever. And I think it's obviously entrenched a lot of people and you can't really be surprised that they've become entrenched. I think it's great when there are men who are like, "oh yea, something like that happened to me." I just found out Brendan Frasier became part of the MeToo Movement which I thought was cool. That's sick. Norms around masculinity…I don't know if it's changed norms around masculinity really. I think that's so…yea, I have not seen the MeToo Movement practically in effect. I've seen it practically, but not men being like, "oh because of this, I'm changing xyz." And maybe they've done that personally, but I haven't read a ton about it.

You talked a little bit about this fear that men might have post MeToo Movement or within the MeToo Movement. There's science and data that supports the idea that men mentoring women can make a large impact. But now, men fear that one-on-one and fear backlash from it. Do you think that fear is valid and do you also fear backlash in similar situations?

Um, no, I don't fear backlash. When I got to college, I joined a fraternity. And I got, one of my first, most prominent memories of joining this fraternity was that one of the guys who was in it was like, it was right before one of our first parties or mixers or something like that. And he was like, "dude, just keep it together. You don't want to catch a case." And I was like, "what is catching a case?" and he was like, "you don't want someone accusing you of rape or sexual assault or anything like that."

Oh my god.

Which like, calling it "catching a case" is shitty, but it was like, obviously you can't remove the bias from the words, but if you could, like it's good advice. It's like don't get too drunk. Don't do anything that somebody could take issue with or that could hurt somebody or could be considered rape or something. I mean I think that's a pretty good mindset to go into any situation with. Like, you don't have to have a meeting with a woman and tell her how beautiful she is and then say okay now I'm going to mentor you. If you think it's going to get you in hot water, don't do it. How important do you think that is to your meeting – if you want to compliment her, tell her she's smart. Tell her how the great work she's been doing. I just think men are stupid and they want to continue to be who they are and be in the positions they are in, and whether they are conscious of it or not, they know what they're doing is keeping them there and they don't want to change that.

Switching gears to work-family policies now. Work-family laws have the potential to advance a radical substantive equality approach which seeks to protect the rights of both men and women. Such reconciliation policies and laws are key to combating negative stereotypes that exclusively confine women to caregiving and assume that men cannot provide caregiving. While the gendered nature of family leave policies results in subordinating the woman, both in the family and in the workplace, allyship can show how gender egalitarian parental leave policies can dismantle the many historically embedded gender stereotypes. So, as an ally, so two parts to this because one part is that this is socially constructed. So, how can you transform the social value attached to child-care, including the role of both parents in caregiving equally? And then, how would you transfer that over to the professional sphere or the work environment?

Interesting. I mean, the only reason I'm getting a job is to take care of a family. Otherwise, I would live in the woods. I mean, I think taking your parental leave if you get it is important or if not, advocating for having your parental leave if they don't give it to men. I think it's an interesting issue because what I'm about to say is going to sound like what I was just railing against, but it's a choice to take parental leave. Men could take it if they wanted to, I'm sure. And women don't have to take it. Even if a woman is the only one getting it…I understand that it's huge to be with your children, that's huge for their development. Especially early on. But I'm sure there's a way where if a woman wanted to work instead of being home with her kid, she could. That being said, nobody should have to make that choice. And I know that there are law firms that have instituted mandatory parental leave whether that's two weeks, four weeks, six weeks, whatever. And you have to take it because if you don't make it mandatory, women are going to take it and men aren't because they're like, "oh, I can get six weeks ahead." Yea, I don't know. I don't have kids yet.

I am in the child advocacy clinic right now, and I have had just amazing experiences with fathers there who are willing to do anything for their child in the same way that you would stereotypically expect a mother to. I forget what I was talking about…I think mandatory parental leave because it's important for you to spend time with them both for the child and for you, medically, probably. But then, will that make people stop having kids? Probably not.

You talked a little bit about, or mentioned as a side note, how some men might fear some sort of backlash from the firm or their coworkers if they took parental leave just because they're a man. Do you fear that similarly?

Hell yea. Yea, if I didn't get mandatory parental leave, I don't think I would take more than a couple days.

But you would take a couple days?

Yea, yea. I mean…

Wait, before you go on, I'm going to ask you a couple scale questions. On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely would it be for you to request & participate in work-family policies (i.e. Parental Leave or Flexible Work Arrangement) if your family situation made that need applicable?

5

On a scale of 1 to 5 (1-not influenced, 5-very likely to influence), how much of your decision to participate in the work-family policies is influenced by your perception of what is accepted and expected by leadership/management and your male peers?

The men I know? Oh god. I think my friends here at law school, I don't think I know them well enough to say that for them. My friends from college who are working in similar industries like finance and that kind of stuff, I would say, god out of 8 of them, maybe 1 or 2 of them would. So I would say somewhere between 2 and 3.

Okay. And then On a scale of 1 to 5 (1-not influenced, 5-very likely to influence), how much of your decision to participate in the work-family policies is influenced by your perception of what is accepted and expected by leadership/management and your male peers?

Um, so I know I'm not answering based on the scale, but I think it's important because, when you said your family situation makes it necessary, over the last ten years, my grandfather has had terribly progressive Alzheimer's. And that's been a situation where my family has had to rearrange their work arrangements, work schedules, and take time off or change their lives to do that. That's something I see as making it necessary and I would do anything, anything to be able to do that kind of stuff. I'm emotional and sappy. So when you say make it necessary, I would say 1 on this. It's my family. So 1.

Lucas Tironi

LLM, 2020

Interview by Margaret Gallagher

How do you define allyship? Ally?

I would define allyship and ally in the same way Merriam Webster dictionary does.

Do you consider yourself to be an ally for women? How so?

Yes, I do consider myself to be an ally for women. I recognize that, as a man, I hold a position of social privilege and I try to address gender inequities at work and between family and friends.

How do you speak up for women when they are overlooked?

I consider myself to be an active ally, according to Jennifer Brown's spectrum: i.e., well-informed and willing to engage in gender equity efforts, but only when asked.

How do you help amplify women's voices, not competing with them for influence or for the sake of showcasing what an admirable feminist you are?

I always try to engage in supportive partnerships.

How do you bolster and draw attention to women's voices, and the voices of women of color?

I try to address gender inequities at work and between family and friends.

How do you help them to gain as large of an audience as possible?

Please see answers to questions 3 and 4.

What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?

I would say that a proactive ally is an advocate, as defined by Jennifer Brown. Just like answered in question 3, I consider myself to be an active ally, and, therefore, I would only speak up in this situation when I am asked to.

Do you notice exclusion every day? Do you notice who are not there? Are you proactive? Marc Benioff, Executive Director of Salesforce noticed exclusion and corrected it.

I do note exclusion everyday, and I notice who is not there. Again, I am not proactive in this sense.

To be an ally is to bring intersectionality to the forefront. Gender is only one axis of difference. How do you or will you open the doors to more participation from women and women of color?

Keep engaging in supportive partnerships with women and women of color.

How do you make sure women, especially women of color literally take seats at the table, rather than standing on the sidelines?

I do not take part in any decision-making process within my organization.

Data has shown that when women do speak out, they can be ignored, or have their ideas taken. As an ally, how will you address this?

I listen and respect their spaces.

Do you attribute an idea to a woman who offered it, and you endorse worthy ideas and ensure the appropriate person is remembered for them?

Yes.

How have you put a woman/women on center stage? How would you do it?

It happens naturally.

Are there times when you have or will privilege some women over others?

No.

If no formal format exists, how do you (or will) offer peer to peer mentoring? Schedule phone appointments? Find a coffee shop or office with other people around? How do you keep it professional?

Usually a coffee shop or office (with or without people around, depending on the firm's space – e.g., offices from my former employer had glass walls). My behavior would always be naturally professional – i.e., I do not have to put any effort to behave this way.
How would you help the company start a program to attract a diverse talent pool? LT: Please see answer to question 3.
What are your ideas on hiring practices that are clear and transparent? Blind résumé evaluation. Evaluate résumés without names attached in order to reduce potential gender bias.

I do not find these suggested measures effective.

How would you structure the design and layout of the workplace to advance diversity (portraits, art, architecture, iconography etc.).

I cannot think of any benefit deriving from the structure and layout of the workplace to advance diversity.

How would you create a policy on equal wages for equal work?

If I had the power to do so, I would simply structure a system of equal wages for every employee performing the same activities.

How would you boost gender diversity within your own operations improving retention, and lowering the considerable cost of staff turnover?

I have never occupied a position of leadership in terms of developing and/or implementing such policies withing any organization, so I am not quite sure how to answer this question.

What rules and criteria will you create for promotions?

Please see answer to question 20.

How will you eliminate gender bias in performance reviews?

Please see answer to question 20.

What are the sexual harassment policies and interactive training you will put in place in the workplace? How will you deal with arbitration clauses in sexual harassment policies? New York and California have done away with this.

Please see answer to question 20.

How will you ensure no penalty for flexibility?

Please see answer to question 20.

What do you think of options for telecommuting?

Please see answer to question 20.

What clear and transparent rules will you put in place for appointment to committees, leadership opportunities?

Please see answer to question 20.

What are the networking and mentorship/sponsorship?

Please see answer to question 20.

What is the corporate culture that elevates both male and female employees through appropriate symbols and non- stereotypical leadership roles?

I do not know how to answer this question because I am not aware of these two concepts.

Will you put in place a program on male allies and sponsors?

Yes, I would.

What about a program to counter stereotypes?

Please see answer to question 28.

How will you structure a company's core mission on diversity?

Please see answer to question 20.

How will you structure the diversity committee and its reporting structure?

Please see answer to question 20.

What are the programs and plans for structured career planning, mentorship, role models and networking that you would recommend?

Please see answer to question 20.

What work/life balance policies through flexible work policies, support systems are available?

Please see answer to question 20.

Does the CEO and company take on the role of advocate of female employment within the wider community through raising awareness, launching initiatives and, in general, acting as ambassadors of gender empowerment?

They definitely should.

Does the company create partnerships with external partners and the broader community on gender empowerment?

It definitely should.

Is the diversity strategy focused on a relatively well-defined groups such as first-generation college graduates, female owners of small businesses, or mothers returning to work?

I am not quite sure how to answer this question.

What are the partnerships with women-led businesses? Are there ventures to ensure they have access to capital?

It could have, depending on the nature of the company's business.

Is women's empowerment part of the empowerment of women and part of corporate social responsibility efforts?

Yes, I think so.

How would you collaborate with organizations across industries on research and data backed initiatives that could help generate new ideas and strategies?

By taking part in the discussions and projects.

How would the firm/company promote work outside of their organizations to advance gender justice and diversity?

I do know how to answer this question.

How would you create processes and incentives for those in the firm/company to serve as a mentor for women in the community, particularly those seeking to engage in industries that have historically been difficult for women to penetrate?

I do know how to answer this question.

How would you create provisions for annual bonuses, as a way to incentivize focus on and improve diversity?

I do know how to answer this question.

How will you create external pressures from clients to improve together? "When companies like Microsoft make it clear that they factor diversity and inclusion in their hiring efforts, and will reward performance, it changes the way firms approach the work and the issue. It reinforces and accelerates our own work and makes it clear that there's a business case for diversity and inclusion."

I do know how to answer this question.

How will you develop certification programs like the Mansfield Principle which calls for 30 percent women in leadership?

I do know how to answer this question.

How will you encourage male champions of change?

I am not aware of this concept.

What kind of global and local outreach program would you design? Examples might be supporting global symposia, leadership excellence for women awards and symposiums?

I do know how to answer this question.

How is the MeToo movement shaping norms of masculinity?

I am not really sure; I have not read enough about the implications of the Me Too movement.

Men mentoring women can make a large impact. Do you fear a backlash?

No, I do not.

How do you understand that there are times when certain gender specific policies can serve a legitimate purpose, however, that these must be determined on a case by case basis?

Just like any other policy, it has to be determined on a case by case basis.

As an ally, how can you play an integral role in constructing these equalizing policies and constructing care as a policy issue?

By being part of the discussion, working alongside my peers on this endeavor.

As an ally who will be in a decisionmaking role, how will you help prevent retaliation and unequal treatment upon parental leave?

Please see answer to question 52.

How will you advocate for fair workplace policies?

Please see answer to question 52.

How will you send out the message that work family policies are important to men and women aren't the only ones caring for family members? Advocating for flexible hours, working from home, on-site childcare helps men and women. Observing how and when colleagues are evaluated and promoted can also be an important area where policies can be adjusted.

Please see answer to question 52.

How will you develop caregiving policies for both sexes and offer suggestions on how to design leave so that the outcomes are more egalitarian?

Please see answer to question 52.

How will you address challenges that care givers (both female and male) face upon returning to the office?

Please see answer to question 52.

What are your thoughts on onramping (flexible hours at full pay) and guardrails (predictable hours) to help those returning?

I do not know how to answer this question.

What are your thoughts on onramp fellowships?

I am not aware.

How do you feel about flexhours or Agile Working Options, ranging from flexible hours to work from home to remote working?

I am not aware of these concepts.

What are your perceptions on non-linear leadership tracks that take into consideration women with families?

I am not aware of this concept.

Supportive work-family policies have become increasingly more common. However, research shows that men's responses to these policies are shaped less by their own personal beliefs, and by their perceptions of what is accepted and expected by their male peers. What are your views on work-family policies, such as parent leave, flex time, and part-time work?

I do think they are important and must be discussed internally within every organization.

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely would it be for you to request and participate in work-family policies (i.e. Parental Leave or Flexible Work Arrangement) if your family situation made that need applicable?

4.

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely do you think your male peers would request and participate in one of the company's work-family policies (i.e. Parental Leave or Flexible Work Arrangement) if their family situation made that need applicable?

3.

On a scale of 1 to 5 (1-not influenced, 5-very likely to influence), how much of your decision to participate in the work-family policies influenced by your perception of what is accepted and expected by leadership/management and your male peers?

3.

On a scale of 1 to 5 (1-not comfortable, 5-very comfortable) how comfortable do you feel in your ability to fully be yourself at work?

4.

The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts. How much do these descriptions relate to something that you have experienced?

I would say that these descriptions are present all the times, in every circumstance.

What role does cultural differences (regional, ethnic, religious, class) if any, play in your attitudes to masculinity and allyship?

Certainly we, as men, are expected to act a certain way towards specific issues.

When you see men and women paired together on television, in movies, or other media platforms, what tends to be their relationship?

Nowadays, I would say partnership.

How often do you see women in leadership roles on television? Women of color?

I am gradually starting to see it even more.

Does the way you see women in positions of power influence your view of women leaders?

Yes, it does.

Has the way you have seen women in positions of power on television influenced your actions or decisions to be an ally for women in your professional life?

In some way, yes. But I am sure that it influences more those who do not consider themselves an ally.

Do you fear allyship or resulting backlash based on how the media portray women?

Unfortuanetely, yes.

R.B.

Interview by Margaret Gallagher

How do you define allyship? Ally?
Allyship is a group of people associated in order to grant representation to less recognized groups. An ally is a person with the power to support groups that have less power and representation.

Do you consider yourself to be an ally for women? How so?

I consider myself an ally for women. I believe that women deserve more representation on both, positions in boards of directors in the private sector and in public office. During my time as President of the Law School Students Association in Panama, more women than men represented my board.

How do you speak up for women when they are overlooked?

It is important to give every person the chance to be heard. One needs to ask for suggestions and considerations from many points of views.

How do you help amplify women's voices, not competing with them for influence or for the sake of showcasing what an admirable feminist you are?

One needs to be confident and help amplifying women's voices through big channels like social media and endorsing the person.

How do you bolster and draw attention to women's voices, and the voices of women of color?

Through endorsements and invitations to networking meetings.

How do you help them to gain as large of an audience as possible?

We need to use the technological tools of today to reach large audiences.

What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?

Guiding the atmosphere in a group to be inclusive. One needs to be patient and confidence to control the situation to include women when they are not in the room.

Do you notice exclusion every day? Do you notice who are not there? Are you proactive? Marc Benioff, ED of Salesforce noticed exclusion and corrected it.

The fight against exclusion is an everyday fight. The important thing is to create a habit to not start meetings until every representation is in the room.

How do you or will you open the doors to more participation from women and women of color?

Organizing several women groups and associations would be helpful to push for representation.

How do you make sure women, especially women of color literally take seats at the table, rather than standing on the sidelines?

Endorsing the person is important as a starting point. There is evidence that representation of women in work has been positive for companies all over the world.

Data has shown that when women do speak out, they can be ignored, or have their ideas taken. As an ally, how will you address this?

Private recording of meetings would be beneficial to assert where ideas come from. Also, reinforcement of values in the workplace is important.

Do you attribute an idea to a woman who offered it, and you endorse worthy ideas and ensure the appropriate person is remembered for them?

Yes.

How have you put a woman/women on center stage? How would you do it?

Giving introduction to women sometimes is needed. Recognizing ideas and attributes.

Are there times when you have or will privilege some women over others?

Yes.

If no formal format exists, how do you (or will) offer peer to peer mentoring? Schedule phone appointments? Find a coffee shop or office with other people around? How do you keep it professional?

Peer to peer mentoring is more beneficial in person. I believe a coffee shop or office with other people around is ideal to keeping it professional.

How would you help the company start a program to attract a diverse talent pool?

It is important to create a division that focuses on attracting and assuring diversity in the workplace.

What are your ideas on hiring practices that are clear and transparent? Blind résumé

evaluation. Evaluate résumés without names attached in order to reduce potential gender bias.

Blind résumé evaluation.

How would you structure the design and layout of the workplace to advance diversity (portraits, art, architecture, iconography etc.)?

I would choose a minimalist approach that is neutral.

How would you create a policy on equal wages for equal work?

It should be established with the help of professional guilds and creating signed compromises by CEOs.

How would you boost gender diversity within their own operations improving retention, and lowering the considerable cost of staff turnover?

One needs to sometimes challenge existing work practices.

What rules and criteria will you create for promotions?

Promotions should be evaluated by the immediate boss, human resources and a diversity division within the company.

How will you eliminate gender bias eliminated in performance reviews?

Performance reviews must be evaluated by results provided by each employee.

What are the sexual harassment policies and interactive training you will put in place in the workplace? How will you deal with arbitration clauses in sexual harassment policies? New York and California have done away with this.

The policy must be a writing policy prohibiting harassment with the right provisions and mechanisms to make an effective complaint.

How will you ensure no penalty for flexibility?

By establishing clear rules without biases.

What do you think of options for telecommuting?

Current COVID-19 crisis has demonstrated that telecommuting is very possible and important to implement for growth in the following years.

What clear and transparent rules will you put in place for appointment to committees, leadership opportunities?

Consideration for appointment to committees and leadership opportunities must have an obligatory percentage of representation for women.

What are the networking and mentorship/sponsorship?

Obligatory percentage of representation for women.

What is the corporate culture that elevates both male and female employees through appropriate symbols and non-stereotypical leadership roles?

Giving management position to women is important to elevate opportunities for women in other areas.

Will you put in place a program on male allies and sponsors?

Yes.

What about a program to counter stereotypes?

Yes.

How will you structure a company's core mission on diversity?

Reinforcement of values for an inclusive society must be applied in the workplace.

How will you structure the diversity committee and its reporting structure?

It is important to establish rules in the company that force a percentage of diversity.

What are the programs and plans for structured career planning, mentorship, role models and networking that you would recommend?

I would recommend yearly mentorship programs and monthly networking events.

What work/life balance policies through flexible work policies, support systems are available?

Flexible working hours and flexible holiday calendar. Also shift flexibility.

Does the CEO and company take on the role of advocate of female employment within the wider community through raising awareness, launching initiatives and, in general, acting as ambassadors of gender empowerment?

Yes, with the help of a diversity division.

Does the company create partnerships with external partners and the broader community on gender empowerment?

Yes.

Is the diversity strategy focused on a relatively well-defined groups such as first-generation college graduates, female owners of small businesses, or mothers returning to work?

Yes.

What are the partnerships with women-led businesses? Are there ventures to ensure they have access to capital?

Partnerships with women-led businesses are important for growth in the company. Yes, there are ventures.

Is women's empowerment part of the empowerment of women and part of corporate social responsibility efforts?

Yes.

What gender equality programs or conferences is the firm engaged in?

The firm must be engaged with programs that locally endorse and welcome diversity participation. Global compromises are important to push for gender equality.

How would you collaborate with organizations across industries on research and data backed initiatives that could help generate new ideas and strategies?

Through meetings with associations of business executives. Additionally, by the use of surveys and by creating indexes that evaluates and measures good policies in different industries.

How would the firm/company promote work outside of their organizations to advance gender justice and diversity?

Through the use of symposiums and networking events.

How would you create processes and incentives for those in the firm/ company to serve as a mentor for women in the community, particularly those seeking to engage in industries that have historically been difficult for women to penetrate?

By giving bonuses and flexibility hours for their active participation.

How would you create provisions for annual bonuses, as a way to incentivize focus on and improve diversity?

By demonstrating with evidence around the world that women representation in the workplace is more beneficial for the company and that it is important to boost it for the company and for the society.

How will you create external pressures from clients to improve together? "When companies like Microsoft make it clear that they factor diversity and inclusion in their hiring efforts, and will reward performance, it changes the way firms approach the work and the issue. It reinforces and accelerates our own work and makes it clear that there's a business case for diversity and inclusion."

By creating pressure first from the internal client and then from the external client. It is simpler that the internal client demands values that can be replicate later with external clients.

How will you develop certification programs like the Mansfield Principle which calls for 30 percent women in leadership?

By reaching other persons with allyship values to develop programs that demonstrate the importance and benefits of gender diversity participation.

How will you encourage Male Champions of Change?

It would be valuable that Male Champions of Change created chapters around the world to fight for equality.

What kind of global and local outreach program would you design? Examples might be supporting global symposia, leadership excellence for women awards and symposiums?

I would start with regional symposiums and then start growing every year.

How is the MeToo movement shaping norms of masculinity?

I believe it strengthen values that should have been strong, like respect and integrity.

Men mentoring women can make a large impact. Do you fear a backlash?

No.

How do you understand that there are times when certain gender specific policies can serve a legitimate purpose, however, that these must be determined on a case by case basis?

I understand.

As an ally, how can you play an integral role in constructing these equalizing policies and constructing care as a policy issue?

By creating general framework agreements between business executives.

As an ally who will be in a decision-making role, how will you help prevent retaliation and unequal treatment upon parental leave?

Decision making roles must be gained through merits, but it is also important that some percentages of representation are established to guarantee gender diversity. By continually reinforcing values of the company about gender equality.

How will you advocate for Fair Workplace Policies?

Advocating for fair policies must be done by demonstrating equal opportunities, transparency, and commitment. There must also be an appeal process that is clear and fair.

How will you send out the message that work family policies are important to men and women aren't the only ones caring for family members? Advocating for flexible hours, working from home, on-site child- care helps men and women. Observing how and when colleagues are evaluated and promoted can also be an important area where policies can be adjusted.

A feeling of family at work is important. One must create a sense of permanence at work and understand that one has two families: the personal and the professional. And of these two, the personal goes first, so one must tolerate flexible hours, working from home, and on-site childcare helps men and women.

How will you develop caregiving policies for both sexes and offer suggestions on how to design leave so that the outcomes are more egalitarian?

It is significant to learn about caregiving policies from around the world and replicate the best possible ideas. Not all companies have the same accessibility for caregiving policies, but it would be helpful to create a general framework that is accessible and fair.

How will you address challenges that care givers (both female and male) face upon returning to the office?

Depending on the time, this persons might need a temporal mentor to be up to date with the changes in the office. Support is meaningful when a person returns to work.

What are your thoughts on on-ramping (flexible hours at full pay) and guardrails (predictable hours) to help those returning?

When it is possible to implement, companies should consider developing these policies. Preparation and organization are key to be successful in the job and in the family area.

What are your thoughts on Onramp Fellowships?

I believe it is important to give mechanisms for persons to reentry the workplace.

How do you feel about flexhours or Agile Working Options, ranging from flexible hours to work from home to remote working?

Flexible hours to work from home.

What are your perceptions on non-linear leadership tracks that take into consideration women with families?

They are important. Women with families are central subjects of society.

What are your views on work-family policies, such as parent leave, flex time, and part-time work?

Parental leave, flextime, and part-time work are significant figures created to make possible for people to grow personally and professionally.

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely would it be for you to request and participate in work-family policies (i.e. parental leave or Flexible Work Arrangement) if your family situation made that need applicable?

5

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely do you think your male peers would request and participate in one of the company's work-family policies (i.e. parental leave or Flexible Work Arrangement) if their family situation made that need applicable?

5

On a scale of 1 to 5 (1-not influenced, 5-very likely to influence), how much of your decision to participate in the work-family policies influenced by your perception of what is accepted and expected by leadership/management and your male peers?

5

On a scale of 1 to 5 (1-not comfortable, 5-very comfortable) how comfortable do you feel in your ability to fully be yourself at work?

5

The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way.

These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts. How much do these descriptions relate to something that you have experienced?

The man box mentality still exists in this year but needs to be reduced.

What role does cultural differences (regional, ethnic, religious, class) if any, play in your attitudes to masculinity and allyship?

It is extremely important to embrace regional, ethnic, religious, and other cultural differences. They improve learning, quality of life, and opportunities.

When you see men and women paired together on television, in movies, or other media platforms, what tends to be their relationship?

Most of the time is a romantic relationship.

How often do you see women in leadership roles on television? Women of color?

20% of the time.

Does the way you see women in positions of power influence your view of women leaders?

Yes.

Has the way you have seen women in positions of power on television influenced your actions or decisions to be an ally for women in your professional life?

Yes.

Do you fear allyship or resulting backlash based on how the media portrayal of women?

No.

Anonymous

Interview by Chukwufumnanya Ekhator

How do you speak up for women when they are overlooked?

It's always important to me to use a platform, when I have it, to act as an equalizer in the room and make sure that everyone's ideas are being evaluated fairly and evenly. I believe it is crucial to the advancement of all groups and to guaranteeing a productive dialogue to make sure that everyone has a voice in the room. To that end, making every effort to include women in key conversations, especially when they are being overlooked, calling attention to the fact that they should not be excluded.

How do you help amplify women's voices, not competing with them for influence or for the sake of showcasing what an admirable feminist you are?

I believe that while all forms of amplification provide some sort of benefit, doing so simply to bolster one's own image as a progressive or a feminist takes away from those very titles. Helping women take a seat at the table to selfishly look more like something one is not takes away from the progress itself.

How do you bolster and draw attention to women's voices, and the voices of women of color?

Much like question one, I believe it is important to use our platforms, whenever we are given access to one, to make sure that attention is being equitably distributed among those who are entitled to it, particularly if those people are being denied on the basis of race and gender. Therefore, it is always important to me to point to those women, particularly women of color who may be on the sidelines and try to bring them closer to the center of focus (to the extent that I, with my very limited platform, am capable of doing). To this end, I have also found it important for us to put ourselves in positions to learn from women and women of color. Female scholars and female scholars of color obviously have a great deal to share, and becoming their students helps shed the preconceived notion that their voices are inherently lesser than those of men. It also facilitates the distribution and spread of their ideas in as organic a way as possible.

How do you help them to gain as large of an audience as possible?

Same as question 3.

What is proactive allyship? How do you behave when women or other members of minority groups are not in the room?

Proactive allyship is the process of not waiting to witness injustice before attempting to correct the systemic injustice that often causes the symptoms that many wait to correct. In many ways, being proactive prevents a self-fulfilling prophecy that prevents marginalized groups, in this case

women, to overcome their exclusion. By taking action early we can drive the dialogue forward without needing to wait for those truly horrible cases that set back progress. It has always been important to me to question who is in the room at what times and why. As such, my first instinct is always to weigh that against where I am and try to understand who is attempting to exclude who at any given moment.

Do you notice exclusion every day? Do you notice who are not there? Are you proactive?

Attending a prestigious institution like Penn Law definitely opened my eyes to the types of exclusion that get swept under the rug on a regular basis. It is no secret that the halls of many prestigious educational institutions feel overwhelming white and male. Even where women have found a place, women of color are often few and far between. As a Hispanic male that can easily pass for being white, I have been able to notice this, and it was a very tough realization to come to. However, it remains true that despite the process and progressivism that is often touted around, there is still a great deal of work to be done as far as the inclusion of women, and particularly women of color.

How do you or will you open the doors to more participation from women and women of color?

The other side of the coin to my answer to question 6 is that, by entering these prestigious institutions, we functionally become a part of the system. As such, we have a responsibility to effectuate the changes that we demand from it. A diploma from Penn Law virtually guarantees students a job in "big law" the upper echelon of the legal field. We should use that platform to enter these prestigious jobs and, when we are given the responsibility, enact that hiring practices we would like to see and that will, in turn, cause changes to the composition of student bodies at elite institutions.

How do you make sure women, especially women of color literally take seats at the table, rather than standing on the sidelines?

Same as question 7.

Data has shown that when women do speak out, they can be ignored, or have their ideas taken. As an ally, how will you address this?

Same as question 1. Additionally, it is imperative that we not fall into the trap of competing against our female colleagues for clout or influence within our organizations as this often fails to address the way the system has failed them. Therefore, it is important to always recognize the great work that women do and not undermine or steal their ideas when they present them. Rather, enforce them and make sure that the idea is given the discussion it deserves.

Do you attribute an idea to a woman who offered it, and you endorse worthy ideas and ensure the appropriate person is remembered for them?

Same as question 9.

How have you put a women/women on center stage? How would you do it?

Same as question 1/9.

Are there times when you have or will privilege some women over others?

This is definitely true because as mentioned in question 6, I often feel that much of my privilege comes from being able to pass as a white person and being a man. Therefore, in settings such as those elite institutions mentioned earlier, I do feel that I have some amount of privilege that women, and certainly women of color are not privy to.

If no formal format exists, how do you (or will) offer peer to peer mentoring? Schedule phone appointments? Find a coffee shop or office with other people around? How do you keep it professional?

Same as question 7.

On a scale of 1 to 5 (1-not comfortable, 5-very comfortable) how comfortable do you feel in your ability to fully be yourself at work/school?

5 out of 5

The "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts. How much do these descriptions relate to something that you have experienced? What role does cultural differences (regional, ethnic, religious, class) if any, play in your attitudes to masculinity and allyship?

Growing up in a Hispanic family I definitely experienced traditional expectations vis a vis gender norm and what was expected of me as a man in my household. There was never any confusion, as these were manifested very clearly to me from an early age. I found that typical notions of "Don Juan-ism" were reinforced by many in the Hispanic community. However, I found that I had a very visceral reaction to these, and their prevalence definitely played a role in getting me to distance myself from all that as I got older. I found it was very possible to avoid these problematic notions and still be the person that I wanted to be.

When you see men and women paired together on television, in movies, or other media platforms, what tends to be their relationship?

Movies and television are particularly guilty of not portraying as many strong female leads as they should. Typically, a woman in television is left as a secondary character, a sidekick, or a love interest to the main character. Even when they are cast as the lead of a show, female characters are rarely written without love interests. This is very problematic as it implies that a woman's story would not be interesting enough without the insertion of a male love interest.

How often do you see women in leadership roles on television? Women of color?

Same as question 15.

Does the way you see women in positions of power influence your view of women leaders?

It is definitely true that depictions in popular culture and media reflect a society's attitudes towards the groups they depict. As such, it is important to realize the bias implicit in television and film production and not let is affect our view of women's ability to hold leadership positions. Rather, we should continue to empower women to follow their dreams and insist that media adjust to reflect more equitably.

Has the way you have seen women in positions of power on television influenced your actions or decisions to be an ally for women in your professional life?

Same as question 17.

Do you fear ally-ship or resulting backlash based on how the media portrayal of women?

No.

D.S.

L'21

Interviewed by Zahra Keshwani

First, to start off, how do you define allyship or being an ally?

I have to think about it.

Take your time.

Only in the context of supporting women and that kind of context or just general information?

Just generally, how do you define it?

I think for me, I don't know if I can encapsulate it into a single definition which would probably be preferable, but I think for me, what kind of is the most important part of allyship is, I think primarily being a listener. I think what's important for, especially you know as a gay man myself, I think that what's important when individuals are hearing about experiences from marginalized communities, and the real crux being ally, is being willing to listen to people's experiences and taking them for the truth. I think people will hear about, you know, this particularly comes up, you know, in the LGBT community (at least in my interaction things like that) where, you know people, people will want to talk to like trans individuals or whatever happens to be about their lived experiences. And because it's so unfamiliar to them they resist it. And they say, "Oh that's not - certainly that's on how society operates." So I think the most important thing is basically being willing to listen to live people's lived experiences, even if you don't understand them, taking them for their truth and then be willing to ask questions if you want to get further clarity. So, I think it's I think that's the biggest crux of allyship.

Do you consider yourself to be an ally for women?

For sure.

How so?

So, there's some family history here. It's also somewhat related to me going to law school and things like that. So, my mom's mom, since I was a young kid…

So, your grandma?

Yea, my grandma. I was clarifying which grandma. And it's funny – she was like she always identified as a feminist. And I think it's interesting how she defined that. I think for her all feminism was radical feminism. She grew up in a time where she always wanted the best for herself – she was highly intelligent, she wanted to go to law school. In the 50s, she had just graduated from undergrad, I think it was Wash U in Saint Louis, she was trying to go to law school but wasn't able to, you know family responsibilities, the whole old story. But she was still just a woman, kind of, beyond her time up. And I had a very, it was very interesting for me growing up because I had kind of the dichotomies - I had that grandmother (my mom's mom) who was just fiercely independent and in some ways radical in her beliefs, just such an ardent supporter of women and people and differences in cultures and all these things. She wanted to go to law school. She did a lot of work for, now, The National Organization for Women. She was just so heavily involved in women's rights and women's issues and things like that. It was interesting for me as a child because on the other side, my dad's mom, my other grandma who was from a small town in Kentucky…I remember one time I was watching The Help with my parents and my dad was like, "that was your grandmother." Have you seen that movie?

Yes, I have.

Yea, so he was like, "She was the child who's being raised by the black women while their mother was out doing whatever. Your grandmother was the child who was raised by a black woman in the South." They were a very interesting juxtaposition. And what I think is really interesting is that those two had a very wonderful relationship and they came from such different places. For my dad's mom, kind of, being a woman was being a housewife and taking care of the kids and having the meal prepared when your husband comes home. And for my mom's mom, that was so not the case. She ended up getting divorced from my grandfather, I think in their early thirties or something like that. But it was interesting to see those two, seemingly on opposite sides of the spectrum on opposite sides of the spectrum. And they had such interesting conversations. So, I think, I came from a family that had a very deep and purposeful support of women. And like I said most of that came from my grandmother and I certainly carry that to this day.

How do you carry that?

I think some of it – like in day to day?

Mhm. You have this story about how your family is very involved with women's culture and being supportive of women, so how does that translate to your life and what actions you take?

So, it's interesting – and quite frankly this could be in part a result of growing up a closeted gay kid in Missouri and being made fun of – I always found women to be generally more supportive

than men as a young child. I like categorically will only go to women professionals – my dentist is a woman; my primary doctor is a woman…

Why is that?

I think it's interesting. I think now, I don't know if it has any relation to support or does it actually have relation to what women have done for me in supporting me as a young child? All my friends were girls. I remember being made fun of in middle school for having a high voice and being called a "fag" basically. One of my girlfriends would go up and beat some little middle school shits about it. And my sister was the same way. She was wildly supportive of me and my mom was the same way. Oh, my whole family was the same way. So I think particularly, if I have to go off the cuff because I haven't prepared anything for today, obviously, because Zahra wouldn't give me the questions…but it's interesting because I obviously have to think about it as I'm sitting here. That is a purposeful choice. But, I wonder, to the extent that I'm making a purposeful choice, like I said, is it because this is an example of me supporting women or if that's my comfort level in women supporting me, so the other way? That's the first thing that comes to mind. But I think in terms of supporting – oh the other thing. I don't know why this has happened; I feel like I have always been put in situations of being surrounded by powerful women. When I was a paralegal before, I was in the IP section. There were (I'm like going around the office in my head and counting) eight female attorneys in the IP section, STEM background and all that kind of stuff. And my whole desk of four attorneys were all women. That was not planned, but it was just so funny, and I remember the office would call me when, and this is unfortunate but it's true, [they would] call when they basically needed a woman on the team. And the attorneys would talk about that and it's wildly shitty.

They would call you?

They would call me because I was their assistant so they would call to ask their availability. So, they would be like, "hey, we're doing this networking event." Basically, they knew that "David" was the legal assistant to the majority of women in IP in this firm, so can he find – like, "let's go ahead and ask him for everyone's availability at once and it will be a one stop shop." So, I think, and I'm probably not answering your question very well, but…. I hope that I am supporting women in those kinds of indirect ways. And whether that's my preference for going to them and supporting them in their livelihood or whether that's kind of more related to my status as, kind of, how I envision allyship…yea, I think that's how I contribute. Now that you've asked me, I'm going to be thinking about it throughout the days.

That's good that you'll be thinking about it after this. Was it common practice to talk to the paralegal or the legal assistant to get availability or did people usually just directly contact the attorney to figure out their availability? It's interesting because are they using you as the

"man" in that role to convince women to come and talk or was it because of your role as their legal assistant or paralegal?

Oh, I think that's interesting. I didn't even think about it like that.

Because the way that you were talking about it was like, "let's ask [him]."

I think all that was, was that they were asking [me] because [I had] all the attorneys' availability and it's a one stop shop. Like, I think, but I think it's interesting, I mean who knows, I can't define their purpose. But I don't think that was the impression. I think the impression was just that there are X number of female attorneys and we want female representation in this pitch or this networking opportunity or whatever it happens to be, and every attorney's assistant is published in the intranet and you can see that [I have] over half of the female attorneys in the office in IP. So, I don't think that had a relation to my status as a man. I think if it was, you, Zahra, sitting in the same position that [I] was sitting in, I think it would have been the same. I think it was an accessibility issue. I don't think – I hope not – that it had anything to do with it.

I have some questions about allyship in general. You said that one of the key parts of being an ally was listening. The opposite of that, how do you speak up for women when they are overlooked? Or how do you help amplify women's voices when they're being shut down?

You know, I probably…again an interesting question. I think when those things happen, I need to be better in tuned into those situations when it's happening. And I think I might not catch it every time that it's happening. I think when I do catch it – I'm trying to think of an example or an anecdote to give you, but nothing is coming to mind immediately. I can't think of an example. But I think it's just calling it out is really what it is.

And you said you haven't really called it out when you've seen it?

No, I think, I mean I have. What I meant was I think I don't catch it every time because I think those things can be subtle.

Do you think its subtle or is it just so normalized that you see a woman say something, a man talks over it or steals the idea and then the conversation just kind of moves on?

I think it's both. I think there could be some normalization. I think I'm now (because we shared a class in employment discrimination), I think I am now more in tune with it.

Were you in Dorothy Roberts reproductive justice class?

No, but every time I talk about this, people assume I did take that class. Like I'll talk about the PDA and that's from employment discrimination. No, so, when I, I think there are certain circumstances where you hear it and you know it and it's very clear. I mean, I hear…I wasn't in repro but I talk to one of my friends who's taking the class right now all the time and they're like, "it's so frustrating having a bunch of men in here, try to mansplain reproductive rights to Dorothy Roberts who is a scholar or me as a woman who has lived experience in that space who has been a victim of sexual assault." So those things to me are very clear. And, those should be discussed and vetted and called out in a way. All I was saying is that I think there are more subtle pieces of it that I might not catch all the time. And I'm always interested in, if something comes it, it will hit someone very quickly, with one of my friends or something. And I realize that it's fascinating because it did not hit me, or I did not hear it like that. I think you have to have an ear for it and I think that's a result of, you know, a lived experience.

Do you think that's a result of privilege as a man, as a white man, that when you're sitting in a lecture or you're sitting in a part of a conversation, and you know that your voice is being heard so you don't notice it when someone else's voice isn't because the assumption is just "oh well if they want to say something it's going to be heard" or "they'll say what they need to say" or "they'll just raise their voice and address it again if they were overlooked"?

No, I think that's definitely a privilege for sure. I think what's interesting is that I was at a…LAMBDA did an event a couple weeks ago with the Office of Diversity and Engagement, but we did this event that was in connection with that office and Lambda and NALSA. I attended it here. It was this intersectionality discussion of Native Americans experiences with LGBT experiences. The speaker said something that really resonated with me - in terms of I didn't really have that understanding before and now I do and now it's on the forefront of my mind. And I felt like this when I was a kid, and I'm fortunate enough to not feel this way anymore. But they talked about the dichotomy between being invisible but highly visible at the same time when you're in a certain space with the idea being like you're the only woman in a full man's board or you're the only gay person (that you know of seemingly) in a space or the only black person or whatever it happens to be. In the moment you feel erased and in the background of it because you think you're the only on. But no, the dichotomy is that there is a part of you that feels highly hyper visible. I feel like people try to point that stuff out, like "Oh, look! There's a _____ type of person." I certainly felt that way when I was a kid and I never had someone put it in that kind of an eloquent way – that dichotomy of invisibility but high visibility. I don't remember how that relates to the question you asked me, but that was another interesting take away that I learned. And maybe that was…

Well, the question was how you speak up for women when they're overlooked and the counter to that was how you're privilege plays into the conversation.

Right. So, I think what it was is, maybe my relation back to that is, there's a certain part of me that because I didn't have that same experience, it's a recognition of a certain level of privilege. I feel like I'm rambling about it now.

No, I appreciate it. This is really great. All I've been thinking while you were talking is "Oh, I want to highlight on that quote or that quote."

Okay great. Very good.

Yea, don't worry, you're doing great. So obviously, to be an ally is to bring intersectionality into the forefront and gender is just one axis of that. We talked a little bit about how you speak up for women or how you should. How would you open up the door to more participation from women of color because that's a whole other conversation?

Yea, and I think that's the hardest piece in the conversation. I don't know if I have a satisfying answer, unfortunately. I think, and I feel like these kinds of things came up in employment discrimination. Professor Mayeri would talk about, you know, people, black women in particular being so crucial in the movement after the Civil Rights Act. And to the extent that our anti-discrimination laws exist, you have to choose what you're going to be. So you're either going to bring a claim on the basis of sex as a woman or on the basis of being African American. But there's a certain level of discrimination of being a Black woman that being one or the other in isolation don't have the same effect. You know, one thing I read of that I think is interesting is that people in the workplace – they call it reverse mentorship and things like that – like is that a positive? It's interesting because things like that get back to the invisible but highly visible conversation because you take a white man in a powerful and give him a young, female, black attorney to mentor…I don't know if I have a satisfying answer to that particular question. I think that's the crux of the biggest challenge in this space.

How do you make sure that women, and especially women of color, take seats at the table rather than standing at the sidelines?

I don't know if I have ever had to be in the circumstance where I had to do that.

If in the future you are in that situation, how would you go about that?

And I have control in that situation? Like I'm the CEO or something?

Mhm. I mean you don't have to be the CEO, but even as, are you going to a firm?

Yeah.

So even as an associate at a firm, if you see that women are being left out of the conversation, how will you make sure that their voices are heard and that they have a seat at the table? I also don't know if you were at a firm last summer…

No, I was at the DOJ.

Okay.

Um…you're really making me think. Maybe a willingness to give up some of your voice in a way? Or a willingness to give up some of your space, which I'm always willing to do because I think I'm, quite frankly, even with being a gay man, there's a certain level, in the spectrum of like diversity (or whatever word you want to use)…I think white, gay men operate in a more privileged space than some other groups of individuals. So, I think if I was in that situation, it would be some willingness to give up space and some willingness to give up some airtime. And I think – that's why I was asking about the CEO and things like that – it depends if you're in the room and leading it and you're empowered in a way to kind of move folks around. I think it's a different conversation if I'm an associate at a big firm as of six months – I think the calculus has to be a little different. And I think how you handle that will be different. And I think obviously, as a CEO, your ability to make a more conscious choice should be emphasized. I also wonder if – I know these are hard topics, but part of me at first was like…never mind. I had a thought, but I can't explain it.

You talked a little bit about the spectrum of diversity and where you may or may not fall on that spectrum. How would you structure a company's core mission on diversity?

God…I think…I'm not going to have a satisfying answer for this either…

Well, maybe consider how you would structure a diversity committee, a reporting committee…if you had the opportunity to set this up, how would you go about that?

I'm trying to think if I can be informed by any of my former interactions at like LAMBDA dinners and all those things…you're killing me Zahra. I don't know. The reason I'm having such a hard time with it is because I know from my four years as a paralegal beforehand, that this is such an issue with folks that are in the field. That's why I'm trying to think, "Who am I to think I know better than the folks who are trying to build those efforts?" Does this have to be a firm in particular?

I mean since you're going to a firm, consider it from that lens?

Part of me wonders if some help would be getting out of T-14 schools.

In terms of structuring diversity at firms?

In terms of, if you're going into…well it seems like a big function of diversity is recruiting, right? From law schools, things like that? And yeah, part of me wonders if getting out of the T-14s is the solution? And we're talking…

Like saying big law should move past the T-14 branding?

Yes. And again, you're making me make decisions on my feet so you're making me think like the chief officer of diversity and inclusion at a firm, so…I feel like in that I'm making assumptions…I wonder if there are different representations of different minorities at schools? Maybe there is maybe there's not. Do you know?

I don't know, but I assume there are slight differences.

In what direction?

I assume there is more diversity as you move down the rankings.

Okay, that's what I was thinking. That's why I was thinking, that was the first thing – so I wonder if getting out of that T-14 focused mindset [would help]. And again, this is just the big law that we are fortunate – that we go here and are fortunate enough to be a part of because we go to this school.

So, do you think then needs to start with T-14 law schools in their approach towards acceptances and their efforts towards recruiting for law schools or something that needs to be set up within the big law arena?

I think it's both. I think the law school in terms of getting at the source of the issue in terms of getting people into the room. But I think big law is, the problem there is probably getting people into it, but also keeping people in it. Making people know that they are empowered and part of the space and things like that, but I think they operate at different points of the timeline. Like I said, with law schools, it's getting people in the door and then with firms, it's being willing to have a candid conversation about what's going on and keeping people around and things like that. I feel like the biggest thing, and I don't know if this is a firm thing specifically, but I wonder if, I've always wondered if one of the biggest things in aiding women in the workforce is just being more transparent with promotional practices and things like that. And I think those are where firms are going to be operating more than law schools.

What gender equality programs or conferences would you try to get the firm engaged with or engaged in?

What kind? Do you have some kinds in mind? I don't know.

Just, like, if you're setting up this whole diversity initiative at the firm and you're responsible for all of this, does the CEO take on the role of advocating for female employment? Is it only the role of the diversity committee? Are there specific gender equality programs that you would consider implementing as a training, or for training purposes, or even as a prerequisite to employment? How would you go about improving the conditions for women in the firm and making sure that they have access to the latter in making sure they have the opportunity to continue climbing up the professional ladder? Sorry, that was a very compound question.

Yea, it's a lot. What I think is interesting, and I wonder about this because people often talk about this is, well actually I read this interesting article that said that if you want to help women, you should turn down the AC. Which I thought was interesting…

It is. Do you know why that is?

I mean, there's biology, right? There is some link? It's not just, I mean I always say my mom is being crazy when she says, "oh it's so cold," and I'm like "it is 90 degrees." But like, I trust her when she says it and she's not just saying it, she's actually cold in that moment while I'm dying and that's fine.

So, usually, in office settings, there's a certain dress code that men and women abide by. Usually, men are in full suits while women are in dresses and skirt suits –

Oh, so they're setting the temperature for men and not women because men are in more layers of clothing, I see.

Yup. And there's obviously a little bit of biological body temperature differences, but inherently a sexist system even when it comes to the temperature of the workplace.

Well you know about the buttons on men's shirts and the difference between men's and women's shirts?

No, what?

That's horribly gendered too. They're on different sides – the buttons. But do you know why?

No, why?

It's so you can button mine. So, someone looking at my perspective – or the next time one of your guy friends wears a button up, you can do it. Because the wife would come around and button your buttons for you and put your tie on, but yours are on the opposite direction so you can do it yourself. So next time you're with a guy friend, notice that with his buttons. So, that's another funny remnant of this system. From the casual or fancy buttons…My first thought, and I feel like this is what people usually say – I'll just tell you and then you tell me what you think. I feel like what people usually say is flexible work schedules for women. But the thing that's interesting to me about that and where I'm conflicted with that is that you're making some assumptions in a way – like being a woman means you need to be a mother and be a certain way. But and I feel like there are a lot of issues there that need to be unpacked, that being one of them. I just think it's interesting that that's the first thing that is typically brought up and I always thought that can be problematic in some ways when that's the first thing people say, presuming that, "Oh, you're likely going to want to be a mother…so the first thing to do to help you is to give you a flexible work schedule." And times have changed and that seems like that is something that should just exist across the board.

So then as an ally, how can you conform the social value that's attached to childcare, including the role of both parents in care giving? Like how would you create these equalizing policies and construct these ideas as a policy issue?

It's hard. I mean is it as easy as just making it a policy across the board? I don't know but see that's the other issue with it. I mean, if you do, you still have to have some difference between men and women in terms of childcare. Like women are uniquely situated in having the damn child. So even if you make it across the board, there still have to be some differences. Like a man should

In what context? Like should men also get paternity leave?

Yea, but the difference is – and let's presume a heterosexual relationship – let's say you and I are a working couple and let's say we work in different firms. If those firms have an equalizing policy where we just get a month each, that seems like that helps somewhat in one way. But the other way what it's not recognizing is that you're the one having the darn thing. So, you have actual recovery that goes into that. So, that's why that doesn't feel very satisfying either. Like you want it to be equal and think that that helps, but does it?

So, you think men shouldn't have paternity leave?

Men should get paternity leave. I mean, part of me just wonders if people should just be willing – and I think when you're dealing with so many employees, HR just makes blanket policies, unfortunately, but it's hard. In one way, part of me was like maybe what you do is maternity and

paternity leave should be the same. But, when you think about it, that can't be the case because how women are operating in, and again presuming they are having their children as opposed to adoption, surrogacy, etc., like we're talking about natural childbirth, like there has to be some kind of recognition between that between men and women.

Well isn't the point that the first couple months of a child's life are crucial for bonding and you want to give both parents equal opportunity to create that relationship, but another thing is that if the woman is recovering, again assuming a heterosexual relationship, then the man is there to take over and help with that whole process. Then, if you don't have the same amount of time or if you don't get time off, then the woman is stuck doing it all on her own, while recovering.

Then maybe it's a ceiling, not a floor issue. Maybe the answer is if women, as opposed to bringing women down to men's levels, like what you think the amount of time you think a man needs to "recover" after childbirth, I wish I knew. I think the firm I used to work at used to give men maybe a month and women three or something like that? There was a big difference. Then maybe it's raising it all to three months. Maybe that's the solution.

As an ally, who will inherently be in a decision-making role at some point, how will you help prevent retaliation and unequal treatment upon taking parental leave?

Is employment discrimination forming your question?

I did not create that question so, no. But now I'm thinking about it through that lens.

Read it to me one more time, sorry.

Yea, of course. I was talking about it in the context of social retaliation and things like that.

Oh yea, I was thinking participation/opposition conduct type.

No, no, no. Not necessarily from an employment discrimination standpoint right now, but rather considering it through the lens of male coworkers who might make fun of someone for taking paternity leave. How do you prevent that sort of retaliation and unequal treatment to encourage men to take that time off when they are offered it?

I don't know if that's a preventative issue, which is sad. Because people are going to come in with that belief or supposition or whatever that tends to be. I guess maybe it just goes back to calling it out for what it is and calling it out when you hear it or see it or something like that? I feel like, in my mind, that's all you can do. I don't see how that's preventative. The thing is like, I guess if you

try to do some kind of training module or something like that, but I don't see how that can be preventative.

Okay. So, you've talked about this as well, but how supportive work-family policies have become increasingly more common. However, research shoes that men's responses to these policies are shaped less by their own personal beliefs and more by their perceptions of what is accepted and expected by their male peers. So, I'm going to ask you some scale questions from 1 to 5, 5 being very likely and 1 being not likely at all.

Okay.

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely would it be for you to request and participate in work-family policies (i.e. parental leave or flexible work arrangement) if your family situation made that need applicable?

Very likely.

On a scale of 1 to 5 (1-not likely at all, 5-very likely), how likely do you think your male peers would request and participate in one of the company's work-family policies (i.e. parental leave or flexible work arrangement) if their family situation made that need applicable?

That's hard because I think – I'd give the mid-range because, without knowing these people or anything, I'd have to give the mid-range.

On a scale of 1 to 5 (1-not influenced, 5-very likely to influence), how much of your decision to participate in the work-family policies influenced by your perception of what is accepted and expected by leadership/management and your male peers?

I'd give that like a 4 - this is how much I am influenced?

Yeah, so you think you would be very influenced?

Oh, no the reverse. So, 2. Not very influenced. Thank you for clarifying that.

Of course. That's interesting that you say that you're not influenced here by what's expected and what the male leadership says you have to do when initially when you were talking about whether you would speak up for women, you said it would depend on how far into your career you were.

Well that seemed like a personalized – like I'm willing – well I read the latter question as being

like what I'm going to do for me and my family and to the extent that I'm going to make a purposeful choice to take advantage of a benefit that I get as an advantage of working in this place. Like, I don't give a crap what someone else is saying about that for me. The latter, to me, is like giving up…to me those are different. In my mind, those were different questions.

Okay, that makes sense. I'll go ahead and stop there. Thank you so much for your time.

You're welcome.

M. J.

JD, 2021

Interviewed by Zahra Keshwani

What does allyship mean to you?
I was hoping you would tell me.

I mean I can tell you.
Can you tell me and we'll go from there?

Sure. It's the state or condition of being an ally or being the support system for an association or group that's not your own. And then an ally is someone who is a member of a different group but holds positions of power or privilege who can take power and action to support less representative groups. Is that consistent with your theory or understanding of the terms?
Yea, that's consistent with my understanding.

So how do you see yourself as an ally for women, if you see yourself as an ally?
Yea. I don't know…I can't point to anything that I've explicitly done.

Well, I guess, if you have the opportunity in the future, working at a firm or a pro bono project or wherever you are, how do you or will you open the doors for more participation from women?
Um…I don't know.

I can also list out questions and you can answer which of them you feel comfortable with or which of them you have responses for?
Yea, that might be better, okay.

So, I guess, first, do you notice that women are excluded from certain projects or certain leadership positions?
Yea, yea. Around here? Or just in life?

Around here, in life, in your professional experiences – before or in law school…
Yea.

In what situations have you seen that?
So, let's see. I'll think through professional experiences. So, the jobs that I had before law school were line cook. And, court diversion case manager. Actually, I don't think women were really excluded in either of those jobs. I mean cooking in a restaurant is an area where women are excluded a lot and there definitely is a culture of sexual harassment, still.

Did you or any of your male coworkers stand up for the women who were sexually harassed or take any action to combat that or lower the incidents of sexual harassment in that setting?
Um…

Did you see your bosses or anyone else higher up on the professional ladder take any actions to combat that treatment?

No. It wasn't just women also…

Fair. Was there a difference in proportion in women who were sexually harassed vs. men who were sexually harassed?

Well it was mostly men who worked in the kitchen.

So was it more men that were sexually harassed in comparison to women?

No, more women proportionally [who were sexually harassed]. And, nobody did anything. It was just considered part of working in a restaurant. Part of working in a restaurant is you talk about sex with women a lot. And, um, I mean I think it just weeds out people. I guess you think when you're there like "oh it doesn't bother her – she's joking about sex with him too." But he's the chef and she's the waitress. The power dynamic is different.

Did any of those women ever raise concerns about being sexually harassed? Or do you think because of the power dynamic, they never had the opportunity to fight back?

Yea, no they didn't have the opportunity to fight back. I mean that said, many of the restaurants I worked in, the chefs were women. And things were definitely there.

How would you go about attracting a more diverse applicant pool or group of chefs within a restaurant to balance that gender imbalance? If you actually had the opportunity to go and correct this issue or maybe even policies or ideas that you could suggest that would help lower instances of sexual harassment in that setting?

Policy, I mean policy is a hard thing to think about. I don't know. I mean when I compare the workplaces, I don't think there was a policy that was different. I think it was just the people and you might just have to fire the people that were the bad people.

Why do you think those who were sexual harassers were not fired from those positions?

Because it was a…because…probably because his boss didn't know, I'm guessing. So it was not reported, I'm guessing. You also have to…this is like a small restaurant with ten employees. So there's the chef and then the cooks, and then the wait staff as a separate staff, and then the owner who's hardly ever there. So there was no structure to talk about workplace issues – there was no HR or anything like that. It's a very small business.

So, kind of shifting gears a little bit, data has shown that when women do speak out, they can be ignored or have their ideas taken. Have you seen that happen?

What do you mean – oh like have their work ideas taken?

Have their work ideas taken or in the classroom setting, maybe someone says something but then a male counterpart will say it louder or run with it. Have you seen something like that happen and how do you think that can be combatted?

I don't know that I've seen anything like that happen in the workplace. So the other job that I had, everyone that I worked with was a woman. So there was a different dynamic there.

I guess then, in reference to and talking a little bit about the Me Too Movement, how do you think that has changed or shaped norms of masculinity? And also, since then, there has been this idea that emerged that men are going to face backlash for mentoring women and create issues based off of that. So I guess 1) how has it shaped norms of masculinity and 2) based off the Me Too Movement, do you fear working one-on-one with women or do you think that backlash is real?
Remind me the first part.

How has the Me Too Movement shaped norms of masculinity?
So I guess I don't have anything about that. I think I am in the liberal bubble and I don't know if I can speak about how kids feel growing up and stuff like that. When you watch a movie from even 10 years ago, you see things and you're like "holy shit." They shouldn't be doing that thing or saying that thing.

So then taking a quick detour to media then since you mentioned it, when you see men and women paired together on television or movies or any sort of media, what tends to be their relationship?
Like romantically? What do you mean?

Is it only romantic relationships, is there a boss and a secretary, if they are working in the same corporate bubble, what's the power dynamic? Is it always a male counterpart on top or female or do you think it's equal?
I mean, the long term trend is that it's always been a male person above a female person. I mean, I have no conscious effort by tv shows to make a woman a boss. But, II guess the fact that you notice it as a conscious effort says something.

So when you talk about it as a conscious effort, do you think it's being forced into it so that, for whatever reason, producers think they'll have higher ratings if they have females in a leadership position?
I think at first it was like that but maybe they figured it out now. I think shows, probably, when you watch something, you can tell who it's written by. Like is this written by a white man who said we need to have a show about women, or is it actually women writing it.

When women leaders are portrayed in television or social media, how are they portrayed? Is it more aggressive or how you would see the male portrayed if he was the CEO or boss of the company? Are there differences in how male vs. women leaders are portrayed?
Yea.

What are those differences?
I mean, there are…what's it called? Like caricatures or that's not the right word. But representations of a strong male leader vs. a strong female leader are very different.

How so?
I don't know.

You can be critical…or not.
Of what?

Of how certain genders are portrayed in those roles?
I don't know how to describe it because I don't watch a lot of television.

Is it something, and this is something that we talked about in my employment discrimination class, how when you have a male who is aggressive on the job he's passionate. But when you have a female on the job she's a "bitch." Is that something you see as consistent in media portrayals? When you say you take a conscious effort to see if they are put into these categories and leadership positions, is this something you're talking about?
Yea, but I think that's the difference you've seen over the past few years. I think there has been a shift. I think 5-10 years ago, a woman was always portrayed as a bitch. And now, it's more human. I'm thinking about, when we watched at the Innocence Project the Central Park 5 movie. Was it the netflix show that we watched or the movie? We watched both I think. But the prosecutor there, how she was portrayed…I mean I think they made a conscious choice to show how the media portrayed her…

Or like the OJ Simpson trial.
Oh yea, that's what I was thinking of. Did you see that Netflix show?

Yea.
Yea, that was really good. And how that was portrayed from getting a haircut to anything else, it was about that and not about her work. Yea, that's what I was thinking of.

Do you think it's hard to put into words what it means to be a male ally towards women or address all of these concepts because our generation doesn't necessarily see those gender differences as much as older generations? You talked about a shift when it comes to work and media and television…do you think the changes have happened enough that it is engrained in our generation that it's not something that we're actively thinking about?
No. I think that the way to think about these things is changing a lot right now and I don't know how to think about them myself and that's why I don't have a lot to say. I think that we were brought up in a 1960s version of this. Like this is how you're supposed to think about it, but it's changing now so I don't know how to think about it anymore.

That's fair. So I guess, consistent with that a little bit and being told what to think, the "man box" refers to a set of beliefs, communicated by parents, families, the media, peers, and other members of society, that place pressure on men to act a certain way. These pressures tell men to be self-sufficient, to act tough, to be physically attractive in a certain way, to stick to rigid gender roles, to be heterosexual, to not cry or show emotion, and to use aggression to resolve conflicts. How much of these descriptions relate to something that you've experienced, if you've experienced?
On a scale of 1-5, I would say 2, maybe. For my experience, I don't know. I used to think not at all – that stuff didn't impact me. But, I don't know, I'm starting to see it now.

Do you think it was something that was so normalized that you never paid attention to it and now when you go back to think about it, you consider that this has impacted me?

Um, yes, but also I do think that maybe I was comparing it to other people or something. Like when you see the Simpsons, Homer is portrayed as a dumb, beer drinking whatever. Like I don't think of myself that way, so I'm not part of this stereotype. I don't know.

What role do you think cultural differences play, if any, in your attitudes towards masculinity and allyship?

Probably a big one. I don't know. I mean I haven't experienced a lot of other cultures.

Okay, moving forward, if you know what your plans are after law school…

Yea, public interest, maybe public defender.

How do you plan on being an ally towards women in that setting?

Um, I don't know, listening? Trying to learn from…I mean I think that public interest has done a pretty good job of including women. That's my impression, at least, so far. So I think trying to learn from the people who are the leaders there how they have done that. Obviously also focusing on the women leaders.

What about in terms of work-family policies? Work-family laws have the potential to advance a radical substantive equality approach which seeks to protect the rights of both men and women. Such reconciliation policies and laws are key to combating negative stereotypes that exclusively confine women to caregiving and assume that men cannot provide caregiving. While the gendered nature of family leave policies results in subordinating the woman both in the family and in the workplace, ally-ship can show how gender egalitarian parental leave policies can dismantle the many historically embedded gender stereotypes. So, how do you think the social value that is attached to child-care and the role of both parents in caregiving equally can be transformed so that it's not, societal pressure to have only the women be at home taking care of the child?

How can that be changed? I have no idea….

Do you think that's still a thing to begin with?

I have no clue. I don't know. Can I tell you a story though that I just remembered?

Yes, please tell.

When I was at the Court Diversion place, I worked there for about…after I was there for about six months, I had a six month performance review with the director. I had this one on one meeting with him and he was like, "I think everything is going well…you'll get your 50 cents raise next week," or something like that. A few days after that, he sends me a calendar…maybe I'm going too in-depth with this story.

No, please, go for it.

Point is, a few days later, he sends me a calendar invite for 9am the next morning, asking me to meet with him in his office. Of course he was late the next morning, but I show up the next morning and he hands me this list of complaints, titled "List of Complaints about MJ." And he has sat down with everyone else who works in the office separate from me and they have just destroyed me.

You?

Yea, me. It was a two page list of complaints about me, single spaced, paragraph form. And they…it ranged from things like "he seems a little dismissive when we give him feedback…" to totally insane, fabricated stories about me. So, I talked to him for a really long time about it. Sat with him for about two and a half hours in that meeting with him, explaining that they had created all these crazy stories. And all of them had a little grain of truth in them, and "okay this could have been interpreted in this way…" etc. Maybe they could think I was doing that, but there were some that were totally insane. So there was this one story that was like, this one person that I worked with said…well the way that she told the story, I didn't even recognize it when he told it to me at first. But, she said that everyone else in the office had left to go do something and it was only me and her left in the office that day. And, she had a…it was like 4 o'clock and she had a dentist appointment so she had to leave early. And I had been like, I don't remember but I had something that I had to leave early and do too. So, when she found out I was also leaving early, she was like, "you can't leave early, I'm leaving early. Somebody has to be in the office." And I said, "that doesn't make any sense, we can both leave early, it's fine." And she said, "no, no, I'll just stay." And I was like "no you don't have to stay, go to your appointment." My thing wasn't as important, so I was like you go, I'll stay, it's fine. I mean there was a little more back and forth, but the way that she described this was that I was screaming at her, I stormed out and didn't come back and she skipped her dentist appointment which is like not at all what happened. And, so, I definitely…you asked earlier whether I was afraid of working with women or something like that, I was afraid…I feel like she was on the edge of making up a sexual harassment claim about me. Which is weird because I don't think anything is ever fabricated, but in that one instance, it did feel like…you know.

I'm sorry about that. Do you know other people who have had experiences like that? How long did this take to sort out once it happened? And I guess, has that changed your view of how to work with women in these settings? When you're one-on-one, is it something that's constantly stirring in the back of your mind, that "what if this person also makes up something about me?"

It is something that I worry about. But, the other interesting thing about that story is that I left. I stayed for another month or two, you know, I said that, "I want to prove to you that I'm here and I care about this job and I care about what we're doing." So I stayed for a little while longer, but things didn't get better. They became more and more explicit about harassing me. And so I left and I went back to working in the same restaurant that I had worked in before that.

Do you think that this fear that you have about something like this reoccurring or something like that is based more on your experience or is it because of something that is consistently shown in television shows or movies, that something like this happens. That a woman is disproportionately reporting what happened.

No. I don't think that I've ever seen that in a movie or tv show. I think maybe in Fox News they say that, maybe. But what I will say is that when I went back to the kitchen and told them that story, the interesting thing is that that kitchen, the bosses were all women. The head chef, she was a women. The second in command, she was a woman. And also, I talked to my girlfriend who worked in a bakery, and her boss was a woman. And they all reacted in the same way. They all, I told the story gender neutral, and they all said, "was it all women that you were working with?" So, I don't know. I guess that is more on the first half of the project on women leaders and they support each other. That is an example of leaders not

supporting each other it seems. But, I mean, I just, that stuck out to me that they were like, yea, that's what it's like to work in a workplace with all women. I'm fighting to not let that influence me, because I don't think that's true. I think it's just immature people, I don't think it's just that it's women. I think it was just a toxic work environment and it was a culture that they created and a faulty supervisor and really, it's his fault.

So you think if the supervisor was rotated out, that would have made a difference? Like it was all stemming from that supervisor?
Yea, I think he was absent and it was a wild west office. It has since been shut down.

What are your overall views of allyship and how that can be used to promote gender equality or the upliftment of women leaders in terms of policies being shaped to help women? But also, keeping in mind that you don't want to have experiences of what you went through become an issue.
I don't think that was the problem. I think the hard thing is that, on the one hand you have, men should take a backseat in this. But, you can't really, you know, let the women be in charge of how this is going to work. I don't know what the solution is. But then, also, I can't just say that, "I don't have to worry about this, it's not my problem." *So how do you balance that, is the problem. How do you balance doing something without taking all of the agency away?*

Thank you.

J.

Interviewed by Zahra Keshwani

So first, starting off, what does allyship mean to you?

Yeah, I mean, I think so, it's--I think it's--so it's I think it's multiple things. I think that sort of in one sense of the word, it is an obligation, right? It's something that--I've been given this position, this sort of disproportionately privileged position by society for, you know--

--in your role as, like, your gender?

--my gender. My race. Yeah. And even like, you know, like I'm not extraordinarily wealthy, but like I grew up in, like, a relatively stable financial household, you know, especially not such like I think like, you know, we have to take what this law degree at Penn is for what it is. It's also a form of privilege, right? And so I think that, you know, I've basically been given this extraordinarily privileged position. And I think that allyship for me is sort of, I guess, part of my thoughts on sort of like sharing that--I feel I've been given like a microphone, you know, by society for--for some reason, you know, that, you know, people with my characteristics have their voice amplified and other voices are silenced. And I feel like those of us with this microphone have an obligation to share that microphone with people whose voices have been silenced. And I think that this--its an opportunity. On the one hand is sort of like help, you know, voices who are not being heard get the attention they need. But also, I feel like it's--it's like if we can't just I mean, yes, like I think being an ally makes me feel good at times. I think I like I take pride in my attempts to be an ally. But I also think that, like, it's not--it can't just be something that is for me, it has to be an obligation I put on myself because of this position. Does that--I don't know if that makes a whole lot of sense.

No, it does. Do you--so you were talking [inaudible] like generally and you consider yourself an ally for those who don't have a voice. Do you consider yourself an ally towards woman or for women?

Yeah, I mean, absolutely. And I think that's part of it. I mean, I think it's you know, everything is so intersectional nowadays where, you know, it would be--it would be--I would be doing everyone a disservice if I only consider myself an ally towards women, I only consider myself an ally towards LGBTQ+ people, or I only consider myself an ally towards, you know, the poor, you know, nonwhite people, whatever. And so, so I wouldn't say I'm just an ally for women. I think--I think particularly in the law school space. I mean, I think that it's--it's something that's like present every day. You sort of see--and every class is a little bit different, right? A lot of it depends on professor. But a lot of it depends on the class dynamic. But like you see female voices often discounted or silenced.

So, I want to get to that I'm going to push back that intersectionality comment for a bit and talk about how you're saying how women's voices get pushed down. So how in your role as a male ally, do help both bolster and draw attention to those voices that are being suppressed?

I think it's always going to be sort of a balance between knowing when to stay silent and knowing when to speak up. And I think that--I think there are times that my voice can be used actively to sort of draw attention to female, you know, my female classmates in leadership positions or who have expertise or who are--

How do you draw that attention for them, though?

I mean, I think some of it has to do with like, oh, like a lot of it can be really casual. I think that oftentimes and I think that there are certain instances where people are actively chauvinist, actively misogynistic. I think most of the time it's sort of just like an unspoken thing where a lot of-- and this is particularly in class and I think some professors are more conducive to this than others, but like professors, you know, interrupting women that they call on and stuff like that, like that's hard to do as a student, like raising your voice up in that context. But in sort of like a peer- on-peer level, like in a group setting or whatever, it's, you know, I think one of the active ways you can do it is if, you know, one of your female classmates has, like, thoughts on the matter or like isn't being included the conversation be like, "Hey, look, what what do you think about this? Like, what are your thoughts on this? Do you have anything to contribute? Oh, I knew that you were working on this, like, you know, give me your thoughts." Were obviously sort of presenting the podium in a way that, like might not happen quite as naturally. But I also, I think like, and it's something I'm experiencing, particularly this semester. I think a lot of it has to do with knowing when to stay silent and, you know, give women the space they need to have their voices be heard by shutting your own voice. And I'm experiencing that right now. And, I mean Professor Roberts, Reproductive Rights and Justice class. And I was asked recently by another of my female classmates how often I participate in that class. And I said, "I don't participate at all." If there was ever a time for this white male voice to shut up, it's in that class. And I do so intentionally, even though I'm pretty active in participating in many other classes. But I think that--I think there's--part of allyship is knowing when not to. And so I think there's like there's a balance.

You mentioned how you can serve as an ally when it's that--especially when it's in the peer-to-peer format. Where there is no formal format, how can you use that peer-to-peer interaction to help women, like, serve their purpose and their role within a specific setting?

Yeah, I mean, I think a lot of it is just identifying women who are capable and smart and like, praising them for their achievements. I mean, I am very fortunate that, like, I have some really, really brilliant female friends. So it's very easy for me to identify that. And I can say that. And I can basically say in group settings, you know, even people who may not be aware, like, oh, like this person is the smartest person I met or like this person is like super organized and like they're super capable. If you need someone to take care of something, like whatever, I think a lot of it also has to do--I'm involved in some student groups on campus, and I think that within those groups there's a lot of opportunity for sort of asking or encouraging the group to give women positions of leadership in those roles.

Which groups are you part of?

So I'm in the acappella [inaudible] that's really my main--my main group, I'm also in the light opera company as well. It should be noted that in acappella we have a female president and a female vice president and an light opera, the director is a woman as well.

And how many men versus women are in that group?

In Acappella, we're balanced intentionally just because the voice parts. It's you know, you like to have a decent amounts--I think right now we have six women and five men, four men. And one of our one of our guys recently dropped out. But yeah, so we're actually--we have more women than men. That's--I think you see that in the arts oftentimes, that you just tend to have more female interest and male interest, especially in singing. But yeah, for sure. I don't know if that answers the question.

Yeah. It's good. You talked about intersectionality before. So how do you make sure that women, but especially women of color, take their seats at the table where they belong rather than standing on the sidelines?

Yeah, intersectionality is, on the one hand, so necessary because nothing--no allyship is ever going to be, you know, fully effective or even, you know, it's hard to be an effective ally without considering intersectionality. It's also a challenge just because I feel like sometimes it can feel very overwhelming because there's so much oppression in our society and it's so systematic that, you know, it can be really challenging to--it can feel overwhelming at times like, "Oh, my God. Like, how do we--how do we navigate this?" There's so many struggles. But I think that--I think a lot of it has to do with just recognizing my role in certain settings and recognizing the roles of others in certain settings and sort of in particular sort of understanding and drawing attention to, but sort of like recognizing that in particular, women of color are disproportionately silenced because of their dual identity in that respect. And sort of I mean, I think we've already talked about for sort of like trying to share that microphone and, I don't know, draw attention to women's achievements and things like that. I think that is particularly potent for women of color. I wouldn't say that the strategy of an ally is substantively much different. I just think intersectionality something that we should always just be aware of. I know--I remember, and, you know, this doesn't particularly deal with women of color, but it deals with with trans women. Remember, I don't know if you remember the Women's March following the 2016 election. It was like really heavily criticized because like trans women [inaudible], we're like, excluded--something, that was something that was like a very, very good social activism event. That was a real positive force after a really negative force that even still struggled to deal with intersectionality. So it's a constant struggle. I think the thing about intersectionality that is, I think, most important for me at least, is just being aware of it and recognizing that, like, issues are complex and to not be myopic in the way that I sort of approach my leadership or think about my role in certain group settings and stuff like that. And so it more of, like, a background feature, if that makes any sense.

Yeah, so I want to shift a little bit towards the workplace and the world of law firms. And I know it's like a future topic, so all of this would be like in the future. How would you approach these things? But I guess to start off, what are your ideas or thoughts about the world of work or law firms and how, like, what are the assumptions about gender, race, and sexual identity within the law firm, as you know it now?

I think before I talk about law firm experiences, or to speculate on future experience, I want to speak to my own personal experience. So, I spent many years in the restaurant industry, which is a really challenging workplace for female employees. I--everyday it was an oversexualization of, you know, I was a waiter and a bartender for many years. And, you know, I had a lot of female friends that, you know, shared those jobs. And everyday it was watching, not just, like, customers, but management and, like, other servers and other bartenders, like, constantly objectiy these women. And we even talked about this. There was a case, I want to say, in employment discrimination where there was a female bartender who didn't wear makeup. And one of the judges in that case said something along the lines of like, "Oh, well, like part of what a woman in a serving position is selling is like her, like sexuality and like an objectification of her physical image" and, like, while sickening, like, that is how a lot of customers view that interaction. And so that's a real struggle.

You said that this was consistent with management practices. Did people ever raise that as an issue?

It depended. I worked in many different bars. In some bars, you had female managers that oftentimes would field a lot of these complaints and raise them with the owners and things like that.

In one bar in particular, it was, like, entirely male leadership. And there was this culture of silence almost. It was, like, really uncomfortable.

So, splitting that up really quick. The bars that had female leaders and who would approach the owners--was there any substantive action that was taken and policy changes that were implemented, and did that actually make a difference within the work environment?

I mean, yeah and-- no.

What were the policy changes or were there no policy changes?

I don't think there are any formal policy changes at all. It was just sort of--we would have these monthly, you know, waiter, bartender meetings. And they'd be like, hey, don't do this. And like, the guys that were doing it were like, "Oh, we're not doing it. Like, what?" And that--

So it was like a slap on the wrist, not even?

Not even! It was sort of just like a "be aware." And oftentimes--the problem with the restaurant industry in particular is there's so much turnover on staff that you're so--it's so rare to have people who stay there for longer than a few years just because it's a part time job for most people, it's usually not, like, a career. And for the people who usually have been there for very long and are in management roles and whatever, at least in the bars that I worked at, they were disproportionately men. And so the people whose job security is totally not going anywhere, you know, they feel like they're untouchable and they can say these sexist things. They can, like, you know--

Was that consistent throughout the entire hierarchy within like the employees or was it only those who are at the top of the food chain?

No, I think it was very consistent with everyone. I think it also, it's--

--so even like the waiters felt that they were untouchable, even if they engaged in, like, acts of sexual harassment to some extent?

It depended on how long they were. It also depended on the bar. I mean, so I had, you know-- two of the bars I worked--so one of the bar that I worked at for the majority of time was the one that was mostly male-owned.

For context, where were these located?

Almost exclusively in western Maryland and central Pennsylvania. So, like, yeah. But the one bar that was predominately male-owned, that was where, like, sort of, the complaints went nowhere. But I went to--one of the bars I worked at in college had a female owner, and almost exclusively-- there was one male manager and three female managers. And that was where we would see more, like, people would get, like, you know, less shifts if there were complaints. I also think part of the problem is it's not just coming from within the employment organization, at least in these bars. It was oftentimes coming from customers and in the service industry in particular, that's a real challenge because, you, even just like as a male server and bartender, like, I definitely flirted with my customers to get better tips. I mean, I think that's something that, you know, part of--if you can convince that old lady who wants her martini with, you know, three olives or whatever, that like if you can give her a wink or whatever and make her feel special, she might give you and extra tip. And I think that it's a constant struggle in particular for female employees in that position, because you want to get these tips, you want to get paid, but you also don't want to be you know, you don't

have your identity reduced to your sexual--to sexual objectification and just, like, your physical appearance. And so that's--that industry in particular is really difficult to navigate this.

You talked about flirting with customers. Is that something that, like, you gauge from person to person, or was that just something that was, like, consistent with--

I mean, yeah. I think from my own personal experience? I mean, I think it really depended. Like I tend to think that I, I do my best to sort of like judge what a customer's going to want early on. So I normally have a pretty standard greeting. I'd be like, "Hey, how's it going?" you know, "What can get for you today? How're we doing?" Like, just, like, small talk or whatever. And then depending on how these people respond to that. Some people are going to want just like the efficient, like, "Give me my drink, get me my food. I don't want to talk to you. I want to sit here and enjoy my pinot grigio and, you know, my ruban sandwich. And I don't want..." you know, whatever. And that's fine. And I'll give them the space they want. Some people want to talk, some people want to joke. And this isn't just, like, when I say flirting, I don't mean in a particularly, necessarily, sexual way. I mean, like, I would I would use that term to respond to how I interact with, you know, burly tractor guys. So, you know, it's just, like, my dad, who was also a server for many years, calls it instant rapport. You sort of just like when you meet someone, you want them to like you as quickly as possible and to give them what they want out of the experience so they give me more money. And I think that, for me, as a male bartender, I found that experience to be sort of fun and liberating or whatever. But I knew that there were fewer bartenders who found that experience to be demeaning because they felt like what the customers wanted out of them was more overtly sexual than what customers generally wanted out of me. Does that make sense?

Yeah. Did you ever step in when you thought that, like, one of your female bartenders was feeling uncomfortable with the way that either another bartender or employee was acting with them or when a customer was that way--

--for sure. Yes, definitely. It was a lot easier for me to do that when it was a customer, because I can say, if I hear something, I can say, "Hey, none of that." Like, seriously, if it's, like, bad enough, right? I mean, and that's another thing is like knowing when, especially with customers, when to say something, when to not, you know, it's a constantly uncomfortable position because at the same time you want them to come back to the business, you want them to tip well, you want them to have a positive experience, but you also don't want people who are problems to be, you know, continually problems.

So, separately, how did you deal with the employees who are harassing one of your female employees versus how did you deal with customers?

Right. So with customers, sometimes it's enough to say like, "O.K.," and, like, laugh it off sounds bad, but if you can do it tactfully, you can remind them of that what they said was inappropriate without making them feel personally, like, defensive and be like, "O.K. None of that. We don't need that. No more of that. I heard that. We don't need that shit." And then if it continues, be like, "O.K., but seriously, like, you can't be saying these sorts of things, like I'm going to cut you off if, like, you're..." whatever. There is a position of power there as a bartender, like, on the one hand, you're at a disadvantage in power because you're counting on the money from this customer to go into your tip pool--especially as a bartender, you see pool tips so often--like so whatever he will take me, I'm sharing with my co-bartenders wherever my co-bartenders get tipped. We all split at the end of the night. So on the one hand, you're at a disadvantage in power, but on the other hand, you're an advantage of power because from the employment situation, you're under no obligation to serve anyone. Like, anyone who walks into a bar, the bartender has the, almost, sole discretion--as long as it's not a discriminatory reason--like to say, like, "I'm not serving you. You're being rude. Please

leave." And if they don't, you can call the police. Like, there are ways to sort of, like, protect yourself in the institution as a bartender. So if someone's being appropriate there were times--particularly in Gettysburg where I went to college, we had Bike Week, was a common thing. And I know Bike Week was like--

What's that?

It's, like, a lot of, like, motorcycle guys come into Gettysburg--a lot of motorcycle guys will come to Gettysburg and you know, they kind of, like, flood in the bars there. And the bar that I worked out had like an outdoor patio area and they--it always happened in the summertime. It was great for many reasons because it was like a lot of business and, like, you want, like, as a server and a bartender, you want to be busy. Like, the more people that you can get through the door, the more money you make. And that's the whole point, was the reason why we're working. None of us do it for fun, you know. Well, it is fun at times, but none of us, you know, I would rather be hanging on my friends than serving drinks. You know, and so, on the one hand Bike Week is a lot of fun because you make a lot of money and you're busy all day and when you're on your feet. But it is probably, like, it--we would like be aware, like, listen, there are guys that are kind of going to come in and they're gonna push boundaries because they feel like they're untouchable. And like we need to like as--we actually had, like, a meeting. This is the bar with--the bar that was owned by women and has female management--managers at the bar. But we actually had, like, a meeting where he was, like, "Male bartenders, make sure that you set the boundaries for these male employees--for these male customers that come in and are going to try to, like, objectify our female bartenders. Because if you are the one saying, 'Hey, cut that shit out', they're more likely to stop than if a woman says, 'please stop.'" Does that make sense? And so that was something that, like, we had that was like a particular conversation we had going into that. I also don't want to--this is--I know this very particular to my experience. I don't want to give the owner of his bar too much credit because she also had her--she was not very appropriate to many of our employees for many reasons, like she would find various reasons to fire female employees if they got pregnant and, yeah, and she would also like routinely kiss many of us on the lips without permission. So, like, I don't wanna give the owner of this bar too much credit for being--for fostering a conducive workplace because it was not that workplace. It was very hostile for many reasons.

So did people fight back against her for her inappropriate behavior?

No. She's the owner! She has unilateral authority over whether or not she can fire. She also she's been sued multiple times. I should, like, specify that, like. Yeah, I mean, like, the restaurant industry is very particular, right? Where it's--every experience is gonna be different because every owner structures--I've never worked for, like, a corporate restaurant. All the restaurants and bars I worked for, I think, are family-owned or, like, you know, one or two people. My bet--the best experience, for sure, was the one that I had during my gap year before law school, where I worked at a bar that was owned by a husband and wife, and they were just like really, really cool people.

You said this was your best experience?

This was the best experience. They were awesome. And I think also, just, like, all of our employees were awesome people. They're, like, in the restaurant industry, like, it's--for people who haven't had that experience, it's really hard to talk about. Like, it's really hard to, like, it sounds like it would be terrible, but it's actually kind of fun. Like, you just kind of, like, make fun of each other all the time because you're bored and you spend every day--it's kind of the same everyday. You know, you have this routine and like whatever, and you get to know your customers--your coworkers and, like, it's, like, fun to, like, joke around and, like, be friendly or whatever. Oftentimes those, like, friendly jokes can really push boundaries. And at this particular restaurant, it just never really got there.

Everyone was, like, funny, jokey, making fun of one another. But like in a very appropriate, like, not problematic way. And I think part of it was just, like, the culture was good there, the management was good. We also just, like, had a lot of fun together. I think the owners of that bar were, like, just very--they were very present, always, which I think is important. Like, one of them was almost always there. And they were really--they really paid particular attention to sort of, just, like, inter-employee dynamics and stuff like that.

How did they pay attention to that? More so than the other places?

I think it's just their presence there. You what I mean? And I think the fact that we had one male voice and one female voice, both in positions of power that were often there all the time, sort of just, like, I don't know. I think most--

Do you think that dynamic would have been different if they weren't married? You have a woman and a man both in positions of power, both equal platform.

I think it was because Rene, the wife in the circumstance, she, I think, felt uniquely empowered to call Rick on his bullshit. Does that make sense?

Yeah.

Where, like, seeing Rene shit on Rick and, like, be, like, she was the one who clearly wore the pants in that relationship and I think, like, I don't know if that, like, it's so hard for me to, like, draw any sort of conclusions from these experiences because they're so, like, I feel, like, it's hard me to know why these things happen, but, like, just sort of, like, the vibe that was there. But like, oftentimes what I would find is that the most challenging intra-employee harassment would come from kitchen employees directed towards front of house servers, hostesses, bartenders. And that, I think, is predominantly because these--in the kitchen it's often, like, this sort of, like, bro atmosphere. You have disproportionately male employees working in the kitchen that are there, and like, oftentimes they don't--there's a certain level of decorum that you kind of have to have as a server or a bartender because you're interfacing with the public at any given moment. In the kitchen, I mean, you can say and do pretty much anything, as, you know what I mean, and the customers aren't going to see. Your pay isn't going to be changed by you being inappropriate. And so I think that, like, at this particular bar, one of the reasons why I think that was less of an issue was because we actually had multiple female kitchen employees that were there and sort of, like, part of that bro culture. And I'm putting that in air quotes. And I think, like, they were in particular, very just, like, strong, would stand up for themselves. And, like, would joke around as well. But then, like, give it right back, and sort of, like--there was, like, a respect there that I feel, like, wasn't quite as present in some of my other experiences in the restaurants. The restaurant industry is hugely problematic for, like, a bunch of reasons. I really liked my experience there. I feel like I learned a lot. I had a great time. It's great money. It was a really good way to sort of, like, learn a lot of skills that I think are going to help me in my career as an attorney eventually. But I think that workplace in particular, because you have harassment, coming from customers as well, and just so you can have this sort of--this sort of culture of, I don't know. I also feel, like, part of it in the restaurant industry that, like, is relevant but I'm not sure how is, like, there's a lot of, like, relationships among staff. So like, oftentimes like many of the servers or bartenders or kitchen staff or whatever will be hooking up with one another. And that makes the dynamic especially interesting because it adds sort of, like, the sexual charge to the workplace already. There's another reason why, at the third bar, that was a little bit better because we didn't have quite as much of that. There was a little bit, but not--

Was there a policy or, like, even informal kind of agreement or policy that hinted at maybe a bias against interpersonal relations at work?

Probably. I don't--

Do you think that, like, if that exists, does that make a difference in how many people were, like, hooking up with each other or dating each other within restaurants?

Yeah--

Like, did that exist at that third restaurant?

No, I don't think so.

Even if, formally, it wasn't a thing?

No, because we had, like, two of the bartenders were, like, they'd been dating for years and, like, they'd been working at this bar since it opened. And so, like, it would be hard for them to enforce that because, like, they hired these people that we're dating before they start working there, they hired them both together. And they were, Kyle and Emily, and they were so funny. They would just make fun of each other the whole time. And I feel like it would be really hard for the owners to enforce that. I just think it, like, didn't really happen. I think that the kitchen staff was a bit older. Many of them were married and had kids. That probably has a lot to do with that as well. Another-- yeah, I think that probably is a lot--I think in general, the staff at that restaurant was a lot older. I was one of the younger employees there. We had, I think, like one server who was a little younger than me and then a hostess who was a couple years younger than me. But other than that, I think it was when the younger employees there. And so that, I think there's, like, a certain maturity that comes with age, especially if you are married and have kids.

So shifting a little bit back to law firm life, the legal world, and things like that. So back to that initial question. What are your ideas on the world of work and law firms and assumptions about gender, race, and sexual identity within that field?

Yeah, yeah. So that's it's hard for me to answer because I don't know what it's going to be like. I've never really worked a corporate kind of job before.

So then, I guess, how would you, if you had the opportunity to, or how would you seek out these opportunities to do this? How would you help the company start a program that attracts a diverse talent pool?

Yeah. Well, I think many of these law firms are already making attempts to do that.

How so?

Well, I mean, I think that you have, like, affinity groups-specific events. I know that's a thing. I know the Penn Law Women's Association just had a recent dinner with, like, a bunch of employees. Many of these law firms--I know that, like, so that--those kinds of events. I know that Lambda does a similar kind of thing. But I think a Lambda-exclusive recruitment dinner. I think those can go a long way for sure, especially just because I knew that these recruitment--from personal experience, I know these recruiting dinners can actually materialize into jobs. I also think just, like, sort of a continued reporting on statistics is going to be important. I mean, I think that the fact that these firms care at all about diversity now, I think is at least partially reflective of the fact that, like, they want to market themselves as a diverse and, like, you know, good, happy workplace. I think that that's one of the factors that many law students will consider when choosing which law firm to

accept a job from. And then there are metrics that measure that. I know that Vault has like a ranking for those types of things. And so I think that that--I think that that can go a long way, sort of just, like, more reporting on information and stuff like that. And more--sort of more targeted. That sounds like not the right word, but more sort of focused affinity group recruitment opportunities. I also think that, you know, [inaudible]. I also think that-- to me, it seems like there's a balance here. I don't think. And again, it's hard for me--this is my experience and it's hard for me to--I don't want to, you know, speak for other people's experience, but I can imagine that it would feel a little pandery at times. And so I want to caution any of these law firms from seeking diverse employees for the sake of seeking diverse employees, just to say that they have more, you know. Does that make sense? And I feel like some of these recruitment dinners and some of these sort of, like, proud statistics of like, "Oh," like, "we have a certain percentage of women. We have a certain percentage of people of color, like, look how woke we are." I feel like might be--at least, like, I think it can verge into too much. And I think that you should value these voices because you want to have these voices in your firm, not because you want to say that you have these voices in you firm. And I think there's a difference there. I think that a recognition that a diverse workplace is a better workplace and that you were able to provide better services to your clients, who themselves, I imagine, are diverse. I think that should be the focus rather than, like--I think the statistics can help as an incentivizing factor, but I would caution firms away from focusing too heavily on that for the sake of, you know, peacocking.

So kind of a two part question: One, what rules and criteria would you want to enforce when it comes to promotions and, two, how would you help eliminate gender bias in performance reviews?

Yeah. O.K. Cool. Wow. O.K. These definitely seem like things I'm not super qualified to speak on. I don't have any management experience. Can you repeat the question again?

So first, what rules and criteria would you create for promotions? And second, how would you, I mean, promotions are inherently based on performance reviews. So how would you eliminate gender bias in performance reviews?

Got it. O.K. So I think that on the performance review side of things, I think that, to a certain extent, mentorship is good and probably better than like an end of year, you know, performance review-- let's sit down and talk about your product as a whole. And I think that within that sort of mentorship framework, you can do your best to facilitate, you know, mentors that are not sort of perpetuating these biased systems. For promotions, I mean, we kind of talked about this in Employment and stuff. I mean, I think that the better you can get at making things objective criteria and less subjective notions of, you know, is this person a good leader? Is this person, you know, overbearing or whatever? All these very gendered characteristics that we sort of talked about in that class. Yeah, I mean, I don't know. I mean, ideally, what you would want is you would you would want to have enough women and people of color and non-straight people in these leadership positions that, like, are sharing their voices on this, like, sort of, like, promotion committee. But until you get to that point, I just think, like, the onus is sort of on the--

So how do you get to that point of having this diversity on the table?

I mean, I think it's just something, I think is something to prioritize. I mean, I think something to be aware of where, if you have, I think there is a good in itself of advancing these historically disadvantaged, disenfranchised, sort of, historically oppressed people, historically oppressed voices within these sort of ivory tower elite communities, right? I think that, if you have--me sort of as my, and again, no management experience. So I have no idea what I'm talking about. But if you know, I would imagine that if presented with a choice between two candidates and one is a white guy and

one is a woman of color, I am likely to prefer the woman of color simply--not simply because she's a woman of color. But if their qualifications are more or less equal, I just think we need less white male voices in these positions of leadership. We need more non-white, non-male voices in these positions of leadership. I think that there's a good in itself in diversity and there's a good in itself in sort of helping to advance historically silenced voices. But it's hard for me to say what that would actually look like.

So you mentioned mentorship and using that as an avenue. And since the #MeToo movement, there is, like, some sort of discrepancy or fear associated with men mentoring a woman. While that can make a large impact, do you also now, like, fear a backlash from working one-on-one with a woman--

No!

--or any of that? Do you think that's a valid concern that people have had since the establishment of the #MeToo movement?

I have thoughts on this. So, on the one hand--on the one hand, yes, of course, like, if a woman feels uncomfortable working directly one-on-one with a man in a mentorship role, she should verbalize that and, like--

Well, this is from your perspective.

No, I know! From the other perspective. If you're not inappropriate, you shouldn't fear working with anyone. I don't understand this idea that like, O.K., and I'm baffled by this--this idea that, like, predominantly white rich men are uncomfortable working when I'm alone with them because they're gonna be like they're like, "Oh, well, like, I don't want to be accused of anything inappropriate. So I feel uncomfortable with them in my office and, like, the door closed." Like, you're not going to be accused of anything inappropriate if you don't do anything inappropriate. Like, I don't under--this to me is just, like, I don't understand that notion. Like, it's ridiculous to even entertain this thought, like, just be better, like just, you know what I'm saying, it's, like, I don't know. I--no! I don't fear, personally, like, if I were to mentor, if I was in, like, a leadership position and I was asked to mentor a female junior associate and I'm a senior associate, like, of course, I'd be thrilled to do that. It doesn't it matter who it is, you know what I mean? I would actually--I would welcome that opportunity more because it would give me an opportunity to sort of help do what I was sort of saying that I intended to do, which is sort of share this microphone that I've been given. And if I'm in a leadership position, that's another microphone, right? And sort of help build up that voice. I--if you're not being inappropriate, there's nothing to fear.

Two more types of questions. One, how often do you see women in leadership roles on television and specifically women of color?

Don't watch a whole lot of TV. Recently, it's been a lot of The Bachelor, so not really either of that. Yeah, well, so--

--so, I guess more so what we're trying to get out is does the way that you see women in positions of power on television influence your view of women leaders? And consistent with that, has the way you've seen women in positions of power and television influenced your actions or decisions to be an ally for women in your professional life?

I think--O.K., so I am not--I'm not a huge media person. I, like, read more than I watch TV and I play some video games. The video game industry is like enormously not--it's really problematic. So

I guess maybe that's an example of, like, you don't see a whole lot of, like, female main characters, you don't see anything or they're hypersexualized oftentimes. And their bodies have like the largest breasts you've ever seen in the tiniest waist. And like no one, no human being looks like that. And they're always wearing scantily clad armor that, like, isn't actually effective. So it--problems, right? But I don't know. I wouldn't say that's, like, super changed my perspective on my role as an ally. I think the biggest influence on me as an ally has been--I have a really good relationship with my mom and my sister. I have an older sister and my mom, and they basically, I mean, you know--I think my sister, Sarah, raised me probably, you know, as much as my parents did, and sort of seeing her in a leadership position, sort of as my older sister and seeing my mom in a leadership position as my mother. And she--my mom was very involved in, like, you know, the PTA organizations and stuff and sort of seeing her have a direct influence on my schooling experience and, like, really empowering. And also, just, like, I think the dynamic in our household--and I've talked with my dad about this is, like, sort of a my dad and I take oftentimes a subservient role to the women in our household, not because we you know, there's this whole, like, "Oh, happy wife, happy life." It's like, oh, it's not worth dealing with them. It's because legitimately, my mom and my sister are more competent than my dad and I. They're just better at doing things. And so I don't know, just seeing that it was sort of--I actually, I remember I, like, discovered misogyny when I was, like, I think in fourth grade and, like, it was something we talked about in class where, like, somebody mentioned that, like, women are historically, like, disenfranchised in society--was, like, wait, what? I, like, was literally under the impression that women were, just, like, smarter and better at things than men because that was, like, sort of--what was the message I was receiving in my house. So in the media, it's hard to say. I mean, like, I'm sure that that would go a long way, right? A better representation in media, particularly women of color. I think that's a serious problem that we continue to have. It's not something I'm super exposed to. So it's hard for me to say directly how that has influenced me, because that not really--although I will say I watched--there was a show on ABC in, like, the early 2000s called Alias, and it was Jennifer Garner--was a spy for the CIA and she was such a badass. That might have had some influence on me. Maybe, I don't know. She was amazing. A white woman, sure. But yeah, no, I'm sure that would help. Hollywood is really problematic. We see, I mean, the Weinstein scandal sort of revealed a really ugly underside of Hollywood. Which we kind of always knew was there, but is present now in a way that it wasn't before. I imagine that things will improve in that space. I know there are a lot of female directors that are getting a lot of praise. Greta Gerwig is one of them, with, like, Lady Bird and Little Woman and stuff, and I know--her name is escaping me--the new director of the Wonder Woman movie is--yeah, she is. She's really, really done good work, and been really praised in that space. So I think with more of those voices that will inspire younger voices. And hopefully I think we're moving in the right direction. It's just, like, it's gonna be a constant battle, a constant struggle.

M. S.

Interviewed by Zahra Keshwani

So starting off with what do you think allyship means or what does it mean to you to be an ally?

Yeah, I mean, I think a good part of it would just be listening and trying to understand the needs of the people around you and making sure that people are treated fairly and are given the right opportunities. I think oftentimes that people are not in that situation. They probably think women often recognize when that's happening. Sometimes they don't. But either way, having the ability to be heard and they share their perspectives with men is often very important. And that's a key factor in making a difference.

Do you consider yourself to be an ally for women?

I try to be.

How so?

I try to be aware of what it means for me to be a male in a work environment or a school environment and how my perspective might be altered by my own gender, and just trying to be self-aware and seek out different perspectives.

How do you speak up for women when they're overlooked?

I think a big thing you can do is just amplify people's voices. So if people are saying something, then to just recognize that it was said in the first place. I think that people are often, like I said, overlooked. So that can be helpful.

Well, when they are overlooked, do you ever do anything to, like, help them gain an audience? Give them credit for things that they've said? Especially considering that data has shown that when women do speak out, they can be ignored or have their ideas taken. So how do you or how will you address issues like that?

I don't know, I probably haven't thought of that as much in a gendered context. There's just generally trying to recognize people for good works and good things. And sometimes that's been for women and sometimes for other gender-identifying people. I don't know.

Are there times when you have or will have privilege over women--or times when you would privilege woman over others?

Yeah, I mean, I kind of like to joke about this sometimes. I think that women oftentimes have better judgment or at least they have judgment that is totally lacking in a lot of workspaces that those workspaces would really benefit from. I think that they're Penn law puts so many people into the big law work environment. And that is such an obvious example of a work environment that I think would benefit from more female leadership. I joke that we should make all women partners in like two years just to get people to stay or pay them twice as much just to help remedy the situation. I don't know-- I'm not really serious about that, but I think it speaks to a real problem--

--about women not having leadership positions in firms or--

--not being adequately valued for their contributions or given appropriate opportunities.

How would you fix that? You're going to a firm, correct?

Right.

And you were at a firm last summer?

I was at a firm last summer, yeah.

Alright, so since you have some ideas about how a firm operates, you've gotten a little bit of experience with that, first, what are your ideas about the world of work and law firms when it comes to assumptions about gender, race, and sexual identity? And then we'll get to, like, the policies of how you would actually bring women into these leadership positions and advocate for this.

Well, it does feel like the power of an incoming associate at a large law firm like Kirkland & Ellis where going might be minimal.

Well not necessarily in your role as a first-year associate. Obviously, there are things that you could do as a first-year associate, but more so looking at the big picture that if you have the opportunity to make a difference at the firm that you're going to. Or just in the general concept of firms in general, how would you go about achieving that result?

Sure. Yeah, I think that a lot of people in the big law environment, or at least that I talked to, recognize that there is a problem with the treatment of women in big law and they wish that more women would stick around or more women would like--I think sticking around is really key to it because you need to stay in order to be moved into positions of leadership within the firm, be able to make more decisions and have more influence. But it seems like the problem sort of persists and people are unsure what to do, why, and so they do things like change family leave, or they try to implement policies that they think might help. But it doesn't seem like it's really making a big difference, which is honestly what motivates my, like, half joke of being like, "Then pay a woman double what men get paid or something, just like as it's frustrating to see change move so slowly, like there's one in Kirkland & Ellis, San Francisco, I think one female partner in the private equity group, which is like the main group and it's just like, that--that sucks. I think it ends up creating a work environment that is super lacking. I think that the overly masculine work environment can be harmful in a lot of ways. Things that I would do, I think that it's-- yeah, I don't know. I think one part of the reasons why I and I super knowledgeable about any of this, really, but it seems like there are different reasons why women might leave a work environment like big law and some of them more systematic, structural. You know, they wouldn't want to have a family and be away to take care of a child and come back. And men often don't do that as much. And that's sort of a separate discussion. But then there are things like having--that I think might be a little bit harder to point to-- that honestly might have more room for improvement. But it'd be things like if you were an incoming associate and you were looking up and you didn't have a lot of mentors who are around or you're in a work environment that didn't feel particularly supportive towards you, or these men were going out to happy hours or strip club or something, and you didn't have people that you felt invested in you, cared about you, listened to you promoted your good ideas, then you're less likely to stay. And I think that is a huge area for improvement and could be improved by just listening, caring, and paying attention and hopefully we'll see more of that.

O.K. So you said a lot of things in that answer, particularly about just the workplace, women leadership as a priority, and then also work-family policies. So I'm going to break that down and talk about each of those separately. First, when it comes to debiasing the workplace, how would you, if you had the opportunity to, help the company start a program that would not only attract a diverse talent pool, but you said one of the problems is that women tend to leave. And you said one of the solutions might just be listening. So, maybe in addition to that or if listening is what you think is the end-all be-all, how would you go about creating such a program, attracting the diverse pool and having them stay on?

I think listening is just a necessary component of fostering a work culture that is supportive to women and knows what to do to support half of its workforce and make sure that people want to stay. Yeah. It's not just listening, but I think listening is a great way to learn and address this large problem. What was the rest of the question?

How would you actually help start a program that attracts a diverse talent pool?

I think mentorship is pretty huge. Like people outside of even the gendered context, but especially within the gendered context, people stay in work environments and personal organizations because they find people that they care about and that they look up to and want to be with and learn from. And that can happen for gender reasons. And so having like strong, like the Penn Women's Association, I think is--is great. I don't have a lot of insight into what sort of work it does, but people seem to have positive experiences with it. But it's groups like that, I think within a law firm context or with--generally within the legal world are beneficial. And I would like to see resources dedicated to that to make their events positive, to encourage people to spend time working on those things. Like law firms could allow hours spent on affinity groups associated with gender affiliation, have them count towards billable hours, as they do sometimes with pro bono work.

More questions about policies implementing or implementing policies in the workplace. But since you mentioned mentorship, how do you think the #MeToo movement has changed concepts of mentorship, especially with this idea of how, like men fear backlash now, working one-on-one with women, or being mentors to women. Do you think that fear is valid? Is it out of proportion? Do you fear a backlash? Things like that.

I'm not going to say the fear is invalid. I can see why people might be afraid. I don't think that I would. I think maybe fear is not even the right descriptor that I would use. Just as much as being, like--

--concerned about backlash?

--careful. And for men to be more careful in professional settings does not strike me as being a big problem. You know, men have largely been pretty careless in terms of gender dynamics in the workforce for a couple thousand years now. And to see a difference in that dynamic might be a good thing. I'm fine with it. I think that, yeah, a lot of people are probably pretty uncomfortable with that change. But overall, I think that it's a huge net positive. And I welcome the change.

Back to debiasing workplace and policies. What are your ideas on hiring practices that are clear and transparent, like blind resume evaluations, evaluating resumes without names attached to reduce gender bias, etc.?

I don't know.

Good, bad?

I don't really have an opinion. I would want to read about what it's like. I'm sure that they're popular enough that there's probably some insight into how effective they are, what sort of results there-- they come up with. I don't have any thoughts on them.

Well, after the recording, maybe.

During OCI, some some firms that I spoke with intentionally engaged in different sorts of interview practices that they felt like we're good for making an [inaudible] biased. Then I feel like I probably benefited from that as a straight white male who is good with people. And I, I think that--that probably got me further than I deserve based off the merits of my--

--demographics.

--professional capabilities. But I remember a firm was doing group interviews and they had--they had to structure their questions in a certain way, like they worked with a consultant to try to make it a fairer process. And I respected that.

This is funny because I interviewed [redacted] yesterday, too, and he tried asking me the questions that got me during the interview and I was like, "Nope, you can ask me all of them after." What rules and criteria would you create for promotions? And consistent with that. How would you eliminate gender bias in performance reviews-- so, so often, performance reviews are what is used for promotions.

How would I eliminate gender bias in performance reviews? I have no idea.

Okay. You talked a little bit about work, family policies, how those might be on the rise. So I'm going to read you a little bit of background and then ask you questions. So, "Work-family laws have the potential to advance radical substantive equality approach, which seeks to protect the rights of both men and woman. Such reconciliation of policies and laws are key to combating negative stereotypes that exclusively confine women to caregiving and assume that men cannot provide caregiving. While the gendered nature of family leave policies results in subordinating the woman both in the family and in the workplace, allyship can show how gender-egalitarian parental leave policies can dismantle the many historically embedded gender stereotypes." So, as an ally, how can you transform the social value that's attached to childcare, including both the role--including the role of both parents in caregiving equally? Long question.

Yeah, I'm not even sure what the question is, but I'll ramble about it for a little bit, I guess. So, I something--something that I thought that's interesting with a lot of family leave policies is that the amount of time allotted for maternity and paternity leave are different or they will not even offer paternity leave sometimes. So, it's sort of like structurally baking in the expectation that men will not be able to take time off to take care of their child. So, I think that's interesting. I think a lot of firms are exploring improving their family leave policies and they'll do it with a greater focus on maternity leave. And maybe that is the preference of a lot of couples. But I think that that may not be a great thing.

So, two parts to that. One, there's the social value attached that says that, you know, caregiving is supposed to be the woman's role. And then the second part of it is the actual policy that preferences maternal leave over paternal leave. So how would you address that issue to create a more equal policy that doesn't preference one gender over the other?

Six months of paid leave for, regardless of what your gender is as a parent? You need to take time off to take care of your kid. I don't know. There's the differences you can make with leave. I mean, there's also just the broader work you can do in your own relationships. And if you want to have a family to truly put in equal work as your wife or maybe even do something really crazy, like take on a primary caretaking responsibility with your children. I think that the world would benefit from seeing more men do that.

I have a couple scale questions, like on a scale of one to five. One, not likely at all. Five, very likely. So on a scale of one to five, how likely would it be for you to request and participate in work-family policies such as parental leave or flexible work arrangements if your family's situation made that need applicable?

Five.

On a scale of one to five, how likely do you think your male peers would request and participate in one of the companies work-family policies?

Three.

On a scale of one to five, how much of your decision to participate in the work-family policies is influenced by your perception of what is accepted and expected by leadership and management of your male peers?

I think it would depend on my relationship with my work at the time and the big law environment. I think I'd be probably less invested in staying in the environment forever. If I were somewhere else, that might be a harder decision to make. That sort of--does that make sense?

Yeah.

Like, I think a lot of people will leave and work for a law firm, with the expectation that that is not their forever home and that they will use the paychecks and they will use the policy is for leave or whatever to the maximum benefit of themselves and their families and be less concerned about other sorts of reputational effects. If you were maybe like a government trial attorney and there was some stigmatization around there, I think it'll be a much harder decision to make. I think that I would still gravitate towards making use of leave policies and I'd want other people to do it, too. I think it's kind of crazy not to, but I think that the reality of the situation would be a little different if people like their office.

[inaudible]

On a scale of one to five, how comfortable do you feel in your ability to fully be yourself at work? Since I guess you've already had a little--I'm assuming were you are at the same firm last summer?

During 2L summer?

Yes. Yeah. So since you've had a little bit of--

--I worked at the DOJ for a while before law school. I'd say five.

The "man box" refers to a set of beliefs that are communicated by parents, families, media, members of society to place pressure on men to act a certain way. The pressures men to be

self-sufficient, act tough, be physically attractive in certain ways, stick to rigid gender roles, don't cry or show emotion and use aggression to resolve conflicts. How much of these descriptions relate to something that you've experienced?

I think most men have experienced that. I don't feel particularly compelled to change my behavior because of it, though.

And then the last set of questions are about gender norms and the media, or like media portrayal. So how often do you see women in leadership roles on television and women of color?

Women of color in leadership roles on television? I don't watch a ton of TV, but it seems like there has been a move in that direction and hopefully will continue moving in that direction. We're by no means in a perfect place. But I'm encouraged by even the frustration that we--we see about representation in film. Even if that means that representation of film is grey, at least people care enough about it to make a ruckus. And we're hearing things and I think the industry is changing and will keep changing. I think it's on a good trajectory.

From what you have seen, when women are portrayed in film, in news, in like any sort of media platform, do you see women being portrayed in a positive or negative light, especially when it revolves around them in a leadership position?

Yeah, I think there's maybe--maybe three ways of being portrayed come to mind right now. So there's sort of like, the example you might see with the male leadership figure in a movie or a TV show where they're just kind of idolized and they do no wrong and they're kind of larger than life. I'm thinking of like Jeb Bartlet on the West Wing, you know, like the perfect person. And I think it's pretty rare to find female figures that are treated like that in cinema. There are probably examples. I think they're just not as common. I think a more common example is like, probably what you wouldn't want to see a woman not being represented favorably or being represented as incompetent or ditzy or indecisive or something. And then there's sort of another category that comes to my mind that I have more mixed feelings about and feels like a more realistic portrayal of the challenges facing women in leadership positions where they're like, you know, we're--we're trying to respect who you are and what you're doing. And in that process, we're going to give, like, a real look at what it's like for you to be you. And that's definitely showing to get better.

Does the way that you see women in positions of power influence your view of women leaders?

I don't know.

Has the way that you've seen women in positions of power on any of these media platforms influenced your actions or decisions to be an ally for women in your professional life?

Not that I'm consciously aware of, but who knows how our brain works? It's possible.

And then lastly, do you fear allyship or resulting backlash based on how--or based on the media portrayal of women?

Do I fear--do I fear a backlash based off the media portrayal of--

--fear allyship, or resulting backlash?

Do I fear allyship?

Like being an ally for women.

Oh, am I afraid of [inaudible] because of media portrayal? I don't know.