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ENGAGING MEN IN GENDER INITIATIVES:
What Change Agents Need To Know

catalyst

About Catalyst

Founded in 1962, Catalyst is the leading nonprofit membership organization working globally with businesses and the professions to build inclusive workplaces and expand opportunities for women and business. With offices in the United States, Canada, and Europe, and more than 400 preeminent corporations as members, Catalyst is the trusted resource for research, information, and advice about women at work. Catalyst annually honors exemplary organizational initiatives that promote women's advancement with the Catalyst Award.

ENGAGING MEN IN GENDER INITIATIVES:
What Change Agents Need To Know

Jeanine Prime
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MEN HAVE A ROLE TO PLAY

ABOUT THIS SERIES

Engaging Men in Gender Initiatives is a series about men. When it comes to diversity and inclusion efforts—especially initiatives to eliminate gender bias—Catalyst believes that men have a critical role to play. Yet too often men are an untapped resource in such gender initiatives. To address this gap, this series offers advice to change agents on effective ways to partner with men in ending gender inequalities.

Engaging Men in Gender Initiatives: What Change Agents Need to Know provides readers with:

- Information about the cultural forces that can undermine efforts to engage men in gender initiatives.
- Insights about why some men support and others resist gender initiatives.
- Recommendations backed by Catalyst research for how to work effectively with men to create inclusive, bias-free workplaces.

Upcoming releases will:

- Identify the most persuasive strategies for communicating with men about gender initiatives.
- Assess the effectiveness and impact of learning and development programs designed to provide men with the information and skills they need to champion gender initiatives.

WHO SHOULD READ THIS REPORT

- **Diversity and inclusion (D&I) professionals.** This report was written to help D&I practitioners with one of the most important and difficult tasks they face: generating buy-in and support for D&I initiatives. With a specific emphasis on gender-focused initiatives, the report offers practitioners strategic insights on how to win men's support for change.

- **Individuals—especially men—who want to champion change**. Many people who are not in formal D&I roles already champion change in their workplaces by personal example. Such individuals, especially men, can be powerful ambassadors for change, particularly with other men who are not yet fully "on board" with organizational D&I goals. This report offers these champions insights about how to influence their male counterparts to support gender initiatives.

HOW YOU CAN USE THIS REPORT TO MAKE CHANGE

- If you are a D&I professional, consider sharing this report with other D&I professionals in your workplace. Use the findings to seed discussions with them about specific strategies your organization can adopt to engage men in gender initiatives.

- Invite men in your company to participate in a discussion about gender in the workplace. Use the discussion starters and the quotations provided in the report to generate conversation on the barriers to men's support for gender initiatives. Use the discussion to assess whether men perceive that these or other barriers are at play in your organization, and solicit ideas about what your company can do to help more men overcome those barriers.

THE WAY FORWARD: ENGAGING MEN

The gender gap in leadership that is so common in many organizations[1] represents a significant missed opportunity for business. While in many parts of the world women hold more than 50 percent of professional and managerial jobs, their representation in corporate leadership falls far below 50 percent.[2] These trends tell us that women, a highly skilled source of leadership talent, are being overlooked to the detriment of business. In the face of intense, global competition for talent, the companies that can tap the best talent—both women and men—will have an advantage over those that continue to rely on only men to fill top positions.

The notion that women are good for business is one that more and more companies are acting on.[3] Yet despite their best efforts to tap women, many organizations have fallen short of their goals. Even among those companies that have implemented slews of programs to attract, develop, and retain women employees, gender gaps in hiring, promotion, and retention rates often persist—with men faring better than women on all counts.

Why have so many programs missed the mark? One reason is that too many gender initiatives focus solely on changing women—from the way they network to the way they lead. Another reason is that too many organizations look to women alone to change the organizational practices that maintain the status quo. As we have seen in recent decades, this approach has had limited success. Catalyst's annual Censuses of the *Fortune* 500 show that the gender mix at the highest corporate ranks has changed very little in recent years.[4]

To accelerate change, we need to stop treating gender as if it were just a woman's burden. If organizations want to minimize gender disparities, they need to enable women *and* men to make behavioral changes. And perhaps most important, organizations must enlist both women and men to work together as allies in changing the organizational norms and structures that perpetuate gender gaps.

Regrettably, in their exclusive focus on women, rather than engaging men, many companies have unwittingly alienated them, inadvertently jeopardizing the success of their gender initiatives.[5] Without the avid support of men, who are arguably the most powerful stakeholder group in most large corporations, significant progress toward ending gender disparities is unlikely.[6]

Engaging men is crucial to moving forward. But just what are the best ways to reach men? Based on in-depth interviews and surveys of senior male managers in business, this study begins to explore this question, providing insights about:

- The experiences and beliefs that help increase men's awareness of gender bias and its costs in the workplace.
- The motivations that lead men to champion gender initiatives in the workplace.
- The barriers that limit men's support for initiatives to promote gender equality.
- Specific techniques and practices to enlist men's support for closing workplace gender gaps.

THE RULES FOR BEING A MAN

UNDERSTANDING MASCULINE NORMS

"Take it like a man." "Be a man about it." These common expressions all point to the fact that in many societies, men's identities are largely defined by whether they follow a strict code of conduct[7] referred to by psychologists as "masculine norms."[8] Since much of the discourse on gender has focused on women's experiences, relatively little attention has been paid either to defining masculine norms or their impact in the workplace.[9] This imbalance is regrettable, because **how men negotiate masculine norms is a key determinant of whether they support or resist efforts to close gender gaps in the workplace.**

Below are four common masculine norms that are emphasized to varying degrees in different North American and Western European cultures.[10]

1. **"Avoid all things feminine."** Perhaps *the* cardinal tenet of masculinity, this rule mandates that men should never be seen or acknowledge conforming to any feminine norms.[11] If a man is judged as having acted in ways that are consistent with any or all norms prescribed for women—that is, feminine norms[12]—he will often experience criticism, ridicule, and rejection, and his status as a man may be called into question.[13] This "policing" often occurs within male peer groups beginning at an early age and continues into adulthood.[14] Pejorative terms, such as "sissy," "wimp," and "whipped" are regularly used to label males who are judged as acting "feminine" and are often an effective deterrent against future violations of the norm of avoiding the feminine.[15]

2. **"Be a winner."** This principle concerns the attainment of status and thereby defines as manly any activity that increases men's wealth, social prestige, and power over others.[16] Men gain the approval of others when they make their careers a priority and pursue occupational fields such as corporate management and politics, which offer opportunities to increase their social and economic status. Men who pursue fields that offer fewer opportunities for such status enhancement are far less likely be admired, especially if those fields are judged to be better suited to women. This norm contributes to and reinforces common gender-segregation patterns in labor markets all over the world where men are consistently over-represented in the jobs that command the highest salaries and greatest decision-making power.[17]

3. **"Show no chinks in the armor."** Men should be tough in both body and in spirit. Physical toughness means never shrinking from the threat of physical harm; while displaying emotional toughness requires that men conceal such emotions as fear, sadness, nervousness, and uncertainty.[18] Outward displays of anger, confidence, or stoicism are considered to be far more socially acceptable for men. Notably, in many business settings, showing emotional toughness is often seen as a key leadership attribute.[19]

4. **"Be a man's man."** Also known as being "one of the boys," this rule of masculinity calls for men to win the respect and admiration of other men and to appear to enjoy a special sense of camaraderie with male peers. Being a man's man means visibly complying with all masculine norms. Additionally, with few exceptions, a man's man is required to demonstrate that he prefers the company of men over the company of women. He must also participate in stereotypically masculine activities or pastimes (which depending on the culture may include watching sports, drinking beer, or attending men's clubs). These activities not only serve as

rituals that reinforce masculine norms but also promote social ties and solidarity on the basis of these norms.[20] Indeed, the rewards for being a man's man are great, particularly in male-dominated professions where being "one of the boys" is often paramount to gaining access to informal networks and other resources that are linked to professional advancement.[21]

THE PRICE MEN PAY FOR CONFORMITY

Individual men vary significantly as to how much they comply with different masculine norms.[22] Moreover, the degree of compliance men exhibit with these norms is a key determinant of their well-being, with strict compliance being highly detrimental. Why? Both women and men share many of the desires and behaviors that are respectively prescribed for members of the opposite gender. They are, after all, *human* qualities.[23] Thus, for both women and men alike, strict conformity to feminine and masculine norms, respectively, means repressing an aspect of one's personality. For men in particular, however, the price of compliance with gender norms can be especially steep and can include poor psychological and physical health. Research shows that:[24]

- In trying to live up to masculine norms, many men place a priority on career advancement, sacrificing relationships with family, spouses, and friends—relationships that not only improve quality of life but that can also offer an important source of psychological support in times of stress.[25]
- Conformity to masculine norms related to emotional control or toughness can limit men's ability to acknowledge and seek help for problems such as depression, anxiety, and illness.[26]

Even though the cost of conformity can be quite high, resistance is not for the faint-hearted. Research shows that men experience social penalties including rejection and loss of status[27]—which are often harsher than those women face[28]—when they deviate from their assigned gender scripts.

THE PRICE ORGANIZATIONS PAY FOR CONFORMITY

Organizations can significantly affect whether men conform to or resist certain masculine norms.[29] Research also suggests that by rewarding strict conformity to masculine norms, organizations may inadvertently compromise their performance.

For example, working with a large oil company, researcher Robin Ely found that traditional masculine norms emphasizing fearlessness and toughness—i.e., showing no chinks in the armor—had a negative impact on the organization's safety record. By reinforcing these norms, the organization paid a significant price: high accident rates.

To fix the safety problem, rather than rewarding oil rig employees, who were mostly male, to live by these masculine norms, the organization encouraged them to defy these norms and consequently saw an 84 percent decline in its accident rate. What's more, when employees stopped being so concerned about projecting a "tough guy" image, they reported finding new, more fulfilling ways to express their identities as men in the workplace.[30]

REJECTING THE STATUS QUO

HOW MEN COME TO RECOGNIZE GENDER BIAS

Before individuals can support a change initiative, they must first be convinced that there is something wrong with the status quo.[31] Likewise, for men to get behind their organizations' gender initiatives they must first be persuaded that there is problematic gender bias in the workplace. This logic led us to explore what factors influence men's awareness of gender bias and ultimately lead them to view such inequality as an issue that warrants attention.

We began our investigation by conducting in-depth interviews with 35 champions—men who were actively working to decrease gender disparities in their organizations or communities. Seventy-one percent were from the for-profit sector and were identified by D&I professionals within their companies. Other interviewees (22.9 percent) were identified based on their leadership of organizations (mostly nonprofits) dedicated to promoting gender equality. Several of these organizations focused on educating and empowering men to become change agents in their communities.

Based on our champion interviews, we developed hypotheses about potential factors that could increase men's awareness of gender bias. Given our belief that such awareness is a prerequisite for men's support of gender initiatives, we next surveyed 178 businessmen (57.9 percent of whom self-identified as senior managers)[32] with the goal of testing our hypotheses and arriving at more definitive answers about what helps to make men more aware of gender bias.

We measured awareness by asking survey respondents a series of questions about the impact of gender in their own lives and the lives of women. Our interviews led us to hypothesize that several factors might predict men's awareness of gender bias including, defiance of masculine norms, a sense of fair play, spouse's or partner's employment status, and having a daughter. Therefore, we also included survey items to measure these specific variables. Lastly, we asked survey respondents about the personal significance of achieving gender equality.

We found that the higher men's awareness of gender bias, the more likely they were to feel that it was important to achieve gender equality.[33] Ninety-seven percent of survey respondents who were highly aware of gender bias also believed that it was important to achieve gender equality. However, among men with low awareness of gender bias, only 74 percent held that belief. Additionally, almost one-quarter of the latter group were neutral regarding whether it was important to achieve gender equality, while only 2 percent of men with high awareness held a similar position. These findings suggest that men's awareness of gender disparities is an important indicator of whether or not they will be inclined to support gender initiatives in their organizations.


HOW DID WE IDENTIFY CHAMPIONS?

Champions were selected based on whether they:
- Engage in visible and "hands-on" leadership of organizational initiatives to reduce gender disparities in the workplace.
- Make continuous and substantive time investments in mentoring women.
- Are easily recognizable by other women colleagues/peers as supporters of gender equality.

FIGURE 1
Self-Reported Importance of Achieving Gender Equality, by Respondents' Awareness of Gender Bias

"Achieving gender equality for women and men is an important social issue to me."
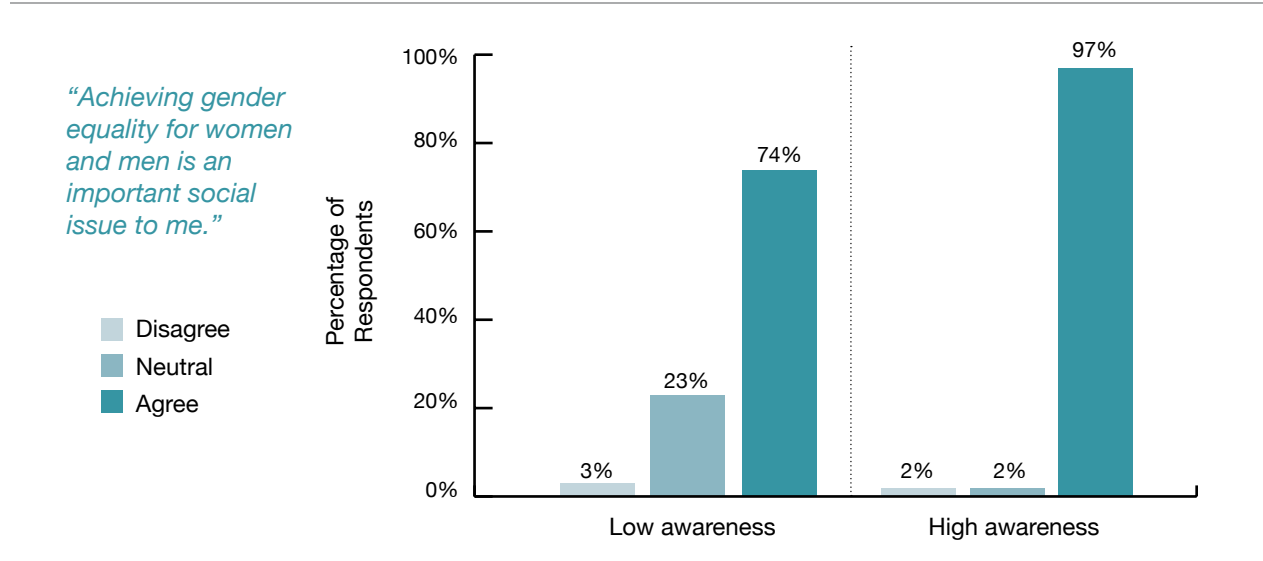
THREE FACTORS PREDICT MEN'S AWARENESS OF GENDER BIAS[34]
Defiance of Masculine Norms

Defiance of some masculine norms → is linked to → Higher awareness of gender bias

The more men dared to defy some masculine norms[35] the higher their awareness of gender bias. Specifically, men with high awareness of bias tended to reject what is arguably the cardinal rule of masculinity—"avoid all things feminine"—in that they were more likely than men with lower awareness to express admiration for women co-workers.[36] Men with higher awareness of bias were also more likely to indicate a strong concern for and devotion to helping others.[37] Such values stand in contrast to the masculine norm, "be a winner," which emphasizes putting personal interests over those of others.[38] Finally, the more men were aware of gender disparities, the less likely they were to feel a strong sense of camaraderie with male peers at work.[39] Given that male camaraderie is often rooted in the mutual observance of masculine norms,[40] this finding is also consistent with the notion that among men with high awareness of gender bias there was a marked tendency to break from traditional masculine conventions.

When men experience gender norms as a restrictive barrier in their *own* lives, they might be more apt to view these norms as a barrier for women, too. Some interviewees described pivotal experiences where they suffered unfair penalties for breaking with masculine norms as turning points that prompted them to become more engaged advocates for change. In the following quotation, one interviewee describes such a turning point:

I...had a small group that I was supervising, and we had no childcare for our young kid. My wife and I decided to work part-time both of us….

When I applied to [my company] for its part-time working [plan], I never got a reply….That was a time when I ran into a lot of old-fashioned attitudes toward men taking care of and being concerned about work-life balance and being in a situation where you also have a working partner….People made jokes about me. When I came back [full-time] a year or two after, they asked whether I was still breastfeeding. So I got a lot of coaching from my men colleagues mainly saying that I had taken too high a risk in what I had done….

Getting a personal relationship to diversity was all about [being in] this situation…[where] I had to deal with the dilemma of [a] working partner, small kids, and [the questions of], "What should I do as a man… what [were] the attitudes of my main supervisors and main colleagues?" That made me very interested in understanding how we as men...can be contributors [to gender equality].

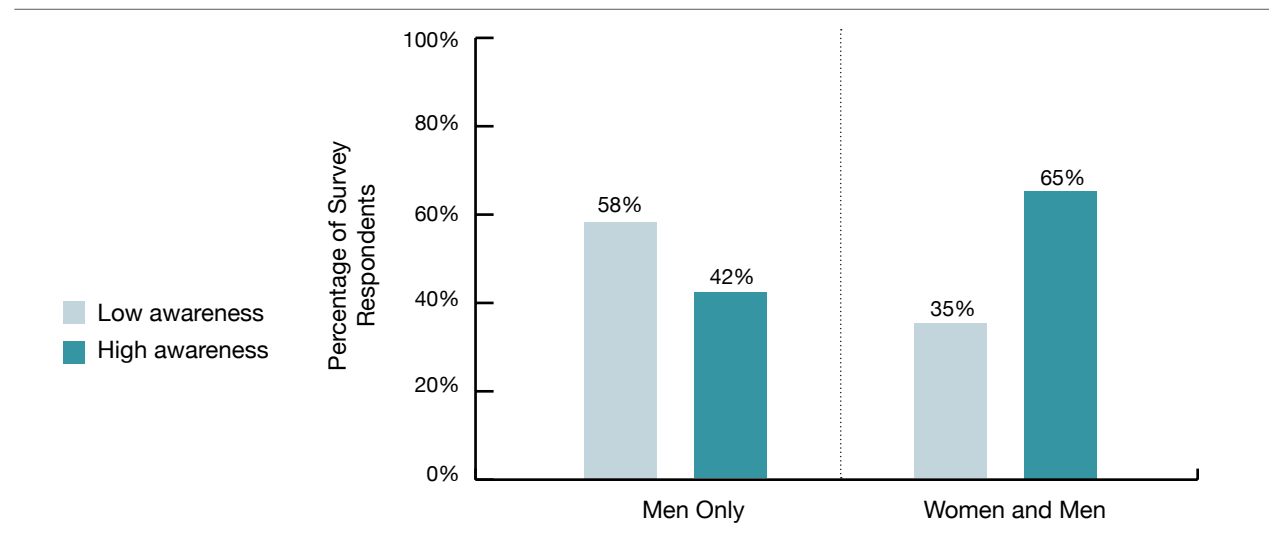—Norwegian Man

Having Women Mentors

Having women mentors → is linked to → Higher awareness of gender bias

Men who had been mentored by women were more aware of gender bias than men who had not had this experience.[41] Among respondents who had mentoring relationships with both women and men, 65 percent showed a high awareness of bias while only 35 percent demonstrated low awareness. The pattern was decidedly different among respondents who had only been mentored by men. Within this group of respondents, 42 percent

showed high awareness of gender bias, while 58 percent had a relatively low level of awareness.[42]

CATALYST VIEWPOINT

Exposure to women mentors can provide men with opportunities to learn about gender bias. This is one of the reasons we believe there is a link between having women mentors and men's awareness of gender bias.[43]

FIGURE 2
Respondents' Awareness of Gender Bias, by Gender of Mentors

Legend:
- Low awareness
- High awareness

Men Only: Low awareness 58%, High awareness 42%
Women and Men: Low awareness 35%, High awareness 65%

Y-axis: Percentage of Survey Respondents (0% to 100%)

As illustrated by the quotations below, being challenged by women mentors to think critically about gender was pivotal to awareness-raising for some men.

When I was working for [company X], I had some real strong, real assertive females... in my organization, in my direct team. I had quite tough times with them. We were good friends...It was all very well-intentioned, but they were honest with me….about my issues… about my behavior….[They were] really good... role models…..[There's another] person…. She's excellent. She's very good in this whole space of [diversity and inclusion] and behavior. She's...a mentor.

—Dutch Man

I have role models of very strong women….I've been lucky in my life in terms of the women who have taught me how to treat women.... The women that I've been exposed to are really quite extraordinary people in terms of how they perform.

— U.S. Man

[I] was involved in political struggles here [in the United States] often in conjunction with women and…workplace situations with women….I was part of a newspaper collective here where midway through the first Gulf War the women kicked us out and said, "We're kind of sick of working with a group of men who are not sharing decision-making, who are reinforcing all sorts of traditional gender norms"….I think that gave me a sense of…the microdynamics of power within small groups, within workplace settings, between men and women.

—South African Man

Strong Sense of Fair Play

A strong sense of fair play   is linked to   Higher awareness of gender bias

Men with a strong sense of fair play were more likely than those without this mindset to be aware of gender bias.[44] What exactly does it mean to have a strong sense of fair play? Survey respondents who had a strong sense of fair play held wide-ranging concerns about inequality in the manner in which resources are shared in society. For example, compared to men without this mindset, they were more troubled by the fact that some people live in extreme poverty while others do not, and they were more likely to admit that they felt burdened by the lack of fairness in the world.

CATALYST **VIEWPOINT**
One can think of a sense of fair play as a perspective or lens that predisposes some individuals to be more highly attuned to recognizing issues of fairness than others. Therefore, we would expect men with this fairness lens in place to be more prone than men without this perspective to perceive inequities of *all* kinds, including those based on gender. In the section called One Factor Predicts Being a Champion, we describe men's sense of fair play in further detail and provide more evidence of just how important it is to men's support for gender initiatives.

HOW MEN EXPRESS THEIR AWARENESS OF GENDER BIAS

Survey respondents with high awareness of gender bias identified its significant costs to women, men, and organizations. For example, compared to respondents with lower awareness, those with high awareness of bias were:

- More likely to recognize that women were excluded in the workplace and to view the exclusion of women as a competitive disadvantage for corporations.[45]
- More likely than men with low awareness to admit wishing that men were not always expected to take on the role of primary breadwinner.[46]

Interview participants described the personal costs men face as a result of pressure to conform to masculine norms and the biases those norms create. As the quotations below illustrate, these costs ranged from self-defeating behaviors to pressures to succeed.

I think [I] also began to see the ways in which traditional notions of what it means to be a man are very restrictive for men....We see that in terms of a broad range of public health indicators where, particularly around help-seeking behaviors, men are very disinclined to seek help for mental health issues, substance abuse issues, take lots of risks that end up being very self-defeating....Then also at a very personal level, I was assaulted a number of times in the early 1990s and really struggled with pretty intrusive [Post-traumatic Stress Disorder], which I, like many men, did nothing about....As I began to...become more and more affected by that, I really had to do my own kind of introspection around what was stopping me from seeking help.

—South African Man

There's a script that many men have been fed, inculcated, reward[ed] by, around suck-it-up, act tough, don't let them see you sweat, show no chinks in the armor... I call [it] "acquired male answer syndrome"...[where] if asked a definitive question, [I] give a definitive answer, whether I know what I'm talking about or not... Along the way, I lost myself—who I really am—because I think I was caught in this myth of being male or acting male.

—U.S. Man

"*The notions of masculinity that we're taught to admire and that we're taught to strive for....it's so pervasive that to go counter to those things is harder than to just go along indifferently through your life to them, right? Unless you really start to think about it, or you've had some kind of incident to bring it close to you in your life, it's so much easier to go along and be a part of it and not critically look at it, because it's not costing you anything on the surface, right? You're a beneficiary of it. [I] would argue that it is costing men on an emotional and psychological level....*"
—Canadian Man

I think one of the disadvantages of being male is that I have bought the myth that I can do anything, if I dream it. And, as a result, it's taking me continued work to have to ask for help and support from others, particularly other men.... I sit there and struggle with stuff when I really don't need to. I think that lowers my life expectancy and other men's life expectancy.
—U.S. Man

HOW ORGANIZATIONS LIMIT MEN'S AWARENESS OF GENDER BIAS

Organizations have a strong influence over whether men acknowledge the existence of gender disparities. Many organizations tout the idea that they are wholly meritocratic and that their human resource policies and practices are invulnerable to bias. By perpetuating this myth of meritocracy and failing to institute checks and balances to limit bias, organizations can inadvertently decrease men's sensitivity to gender inequalities.[47]

A CHAMPION
FOR GENDER INCLUSION

DINO E. ROBUSTO

Executive Vice President and Chief Administrative Officer
The Chubb Corporation

Executive Sponsor of Women's Development Council

Why Dino Chooses to Be a Champion

"*It has always been an objective of mine to help people succeed. Having evidenced the greater obstacles and challenges women face, I get a tremendous sense of personal satisfaction from helping them overcome these obstacles. Being a champion has been a rewarding experience for me.*"

A STRONG SENSE OF FAIR PLAY

ONE FACTOR PREDICTS BEING A CHAMPION

Is awareness enough to inspire men to campaign for a bias-free workplace? And if not, what inspires some men to champion gender equality in the workplace? To find out, we divided our survey participants into two groups—a champion group, which comprised those who had been identified by D&I experts as champions of gender equality[48] and a comparison group, which comprised those who had not been designated champions—and contrasted them. Respondents from both groups were similar in age, tenure with the organization, and functional background.[49]

Just as we had relied on interviews to gain insights about what increases men's awareness of gender bias, we relied on those same interviews[50] to gather clues about what characteristics differentiated the two groups (i.e., champion and comparison respondents) and how men could be motivated to actively support gender equality.

Drawing on insights from these interviews, we compared the groups on several characteristics, including awareness of gender bias, a sense of fair play, defiance of masculine norms, job level, age, functional background, spouse's employment status, and whether or not the respondents had a daughter.[51] Of all these characteristics, a strong sense of fair play was the most significant predictor of whether or not men were viewed as champions.

STRONG SENSE OF FAIR PLAY

A strong sense of fair play · is linked to · Being identified as a champion
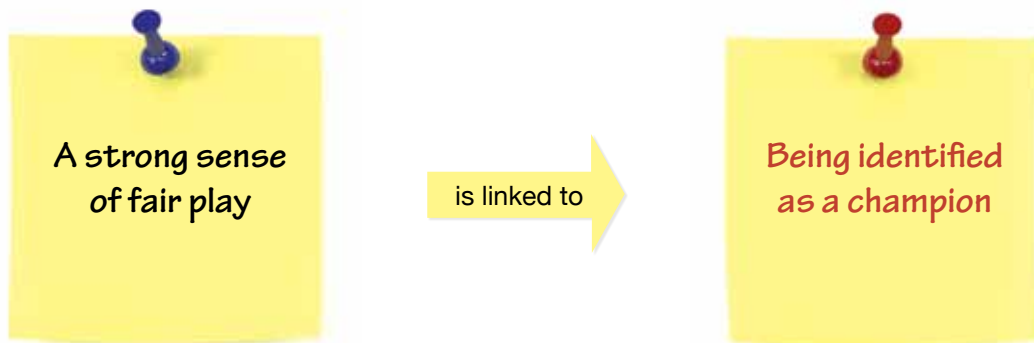
With just a small jump in respondents' sense of fair play, the likelihood of being identified as a champion increased more than three-fold.[52] As noted earlier, men with a strong sense of fair play tended to have broad concerns about issues of fairness and the distribution of resources in society.[53] In addition to having concerns about the extreme divide between the "haves" and the "have nots," these men were more likely than others to have participated in a public demonstration during their lifetimes. Collectively, these findings suggest that men with a strong sense of fair play were not only committed to the ideal of fairness or equality but were also willing to stand up publicly for these ideals.[54] Lastly, we found that the stronger men's sense of fair play, the more likely they were to have experienced the pain of marginalization or exclusion firsthand,[55] suggesting that their commitment to fairness ideals was rooted in very personal and emotional experiences. The following quotations demonstrate the views of respondents with a strong sense of fair play.

I would also say I'm an advocate of…all forms of equity. My job right now is…gender-specific, but we're also very concerned [about] cultural diversity and…economic equity…and things like that. So definitely…a gender-equity advocate, but also in a broader context.
—Canadian Man

The greater goal for me—and this is really pie-in-the-sky—is, in a very small way, I'm in it to change the way we, as a global community, look at one another, for whatever the difference, and see fear when we're not looking at a mirror image of ourselves. My sense is that the challenges that we face…as a planet—be it global warming, be it population, be it hunger, clean water—we have all of the capabilities, as a species, to solve that stuff and to have this world…[be] equitable. So that the poor in the world that wake up every day, trying to figure out what they're going to eat and if they're going to have a dry place to sleep that night—which is a majority of the world's population…I have a sense of privilege in having grown up middle-upper class, white, and male in the United States…[and I want] to make a difference.
—U.S. Man

CATALYST **VIEWPOINT**

Awareness of gender bias is important, but not enough to make a champion. More than having an awareness of gender bias, men must have a commitment to the ideal of fairness—a strong personal conviction that bias is wrong and that the ideal of equality is one for which they should stand up. Our analyses revealed that it was men's sense of fair play, not their awareness of gender bias that ultimately predicted whether they were visible to others as champions of gender equity in the workplace.

CAN ORGANIZATIONS CHANGE A PERSON'S SENSE OF FAIR PLAY?

By several accounts, the answer is, "Yes, they can." Researchers have found that education can increase individuals' commitment to ideals of fairness.[57] D&I practitioners should consider these content and format tips when designing training to help augment men's commitment to fairness ideals:

Content
As you develop training content, remember to set learning objectives that help men recognize the personal costs they suffer due to gender bias. Previous research suggests that people's judgments about whether a situation is fair or not is influenced by whether they or others are disadvantaged by it.[58] People are more likely to judge a situation as unfair if they are personally disadvantaged by it. Conversely, they are less likely to make that judgment if someone else experiences the disadvantage. When men recognize that gender disparities cost men—not just women—they will be more motivated to correct them.

Format
When developing the training format, remember to:
- Provide adequate opportunities for self-reflection. Allow participants time to re-examine their own beliefs.[59]
- Incorporate experiential teaching methods. Allow participants to practice their newly learned skills in a real-world context.[60]
- Make the learning last. Successful trainings are not one-time events. Rather, they occur over an extended period of time.[61]

HOW ORGANIZATIONS CAN DISCOURAGE MEN'S CONCERNS ABOUT FAIRNESS

Organizational practices can exert a meaningful influence on men's concerns about issues of fairness. For example, practices that increase competition between employees—such as forced-ranking performance appraisal processes—can cause employees to focus more on their individual interests and outcomes and to be less concerned with the welfare of others.[62]

A CHAMPION
FOR GENDER INCLUSION
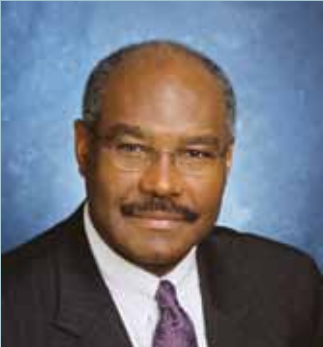
RONALD C. PARKER

Senior Vice President
PepsiCo
Chief Diversity and Inclusion Officer
Chair of PepsiCo's Global Diversity and Inclusion
Governance Council and Ethnic Advisory Boards

Why Ron Chooses to Be a Champion

"*I have enjoyed having women as colleagues, and as an HR professional I continue to learn from and benefit from their insights on diversity and inclusion. Diversity has made my professional life richer and more interesting.*"

THREE BARRIERS

OBSTACLES TO BECOMING A CHAMPION

What opposing forces can undermine men's support for gender initiatives? Interviewees mentioned three barriers most often:[63] apathy, fear, and real or perceived ignorance. A detailed description of these barriers, along with illustrative quotations from our interviewees, is provided below.

TABLE 1
Prevalence of Barriers Discussed by Interviewees

Barrier	Percentage of Interviewees Who Discussed Barrier (N=35)
Apathy	74%
Fear	74%
Real and perceived ignorance	51%

APATHY

Seventy-four percent of interviewees said that many men were unconcerned about issues of gender equality, did not see a compelling reason for becoming actively involved in gender initiatives, or both. Several interviewees judged that men are often unaware of what they might gain from championing gender equality. As previously discussed, a higher degree of awareness of specific costs associated with gender bias, such as the significant pressures men experience to fulfill the role of primary breadwinner, was associated with greater support for and commitment to promoting gender equality. These findings, as well as the quotations below, suggest that men will remain indifferent and therefore unlikely to support gender equality unless they appreciate how they can gain personally from changing the status quo.

[There are] three reactions [to championing gender equity]. There is apathy and [the] "That's nice," kind of thing. There's backlash. And there's "What's the point?" or even more vehement resistance….The bulk of them [are] located in that apathy center.

—Canadian Man

Why do I think all men don't "get it"?…I think a lot of them just don't have the experiences that tell them to be aware of…the possibilities that come with diversity.

—U.S. Man

FEAR

Seventy-four percent of interviewees also identified fear as a barrier to men's support for gender equality. The fear they described was related to three different concerns:

Fears about loss of status. Thirty-four percent of interviewees believed that for some men, support for gender equality was diminished by fears of losing status and privilege. According to their accounts, many men perceived that although beneficial to women, equality could only come at the expense of men. Changing this zero-sum perspective was judged by several interviewees as critical to gaining men's support for gender initiatives.

Even though we and almost all corporations have a huge majority of the management jobs, there's a concern for—there's a shrinking number of managers, and if I really get on board with this, it's threatening to my job, my future.

—U.S. Man

Fears about making mistakes. Interviewees also reported that some men harbor concerns that when they work with women colleagues in particular—even in the context of working to end gender bias—they would inadvertently expose themselves to criticism from women for the role men play in creating gender disparities or for unknowingly committing an offensive act. As these interviewees explained, many men fear that no matter what their intentions are, rather than being seen as part of the solution, women colleagues would continue to see them as part of the problem, scrutinizing their every move.

I think men, in this case around gender…say, "I don't want to become like Don Imus." [64] I've got to keep my head down….I'm not going to say anything, basically, because whatever I say is going to be wrong….And so there's a timidity, and, basically, men shrink back….Ultimately, I think it makes it harder for women, because they not only are the recipients of inequity; they have to then educate the whole workforce or community.

—U.S. Man

There's a lot of blame, there's a lot of shame. Sometimes [white men] don't really have a voice. Basically every diversity training they've ever experienced has been really negative, and they just go away pissed off and frustrated and blamed and stuff. They're….fearful about, "When's the 2" x 4" going to come down and slam me in the head?"….There's…fear and anxiety.

—U.S. Man

If I look at some of the events and initiatives that I have attended, the ratio of women to men is a bit intimidating, so you'll find 90 to 95 percent of the participants are women. A lot of the themes that come up, if you're in a Western conference, [are] that men are really putting up a lot of roadblocks for women in the organization. I think if you're a man in that environment it's pretty uncomfortable.

—U.S. Man

Fears about other men's disapproval. Several interviewees felt that men were not so much inhibited by women's judgments as by the judgments of other men. They perceived that many men feared that joining women in support of gender equality would elicit disapproval from male peers. Interviewees explained that many men look to other men for affirmation of their masculinity; and that the acceptance of male peers is often valued by some men as a measure of their masculinity. For these reasons, taking action against gender bias is to risk not only the loss of acceptance from male peers but also one's sense of manhood.

"*What are men who are identified with "women's issues" or men who are, publicly or privately, seen as supporting….equality and women's challenges to men's power—what are some of the words you've heard to describe those men? It's always—their manhood is undermined. They're not real men. They're a wimp. They're …whipped. Their heterosexuality is questioned. These are all really powerful policing mechanisms that keep men silent…If it was begun to be understood that men who are supportive of women's efforts for equality are strong men—by definition [that] it actually takes more strength as a man—that changes the conversation.*"

—Man, Unidentified Nationality

The other thing that is major that keeps us from wandering into this topic is our fear of breaking rank, our fear of what's going to happen if I stand up and support this and start challenging my white man[hood]. Well, first of all, some white men are afraid of being seen as gay. If you're a white male you must be gay because you're so actively adamant about diversity. That's one—and certainly any man that has homophobia would be worried about that. And also just worried about losing their own status and rank of belonging by stepping up and starting to challenge their colleagues on this topic.

—U.S. Man

IGNORANCE

Fifty–one percent of interviewees perceived that some men are reluctant to join in efforts to end gender bias because of ignorance—both real and perceived.

Perceived ignorance. According to some interviewees, what stands in many men's way is the belief that by virtue of being male they are uninformed about issues of gender and, therefore, lack the knowledge they need to be effective champions of gender equality. Certain interviewees considered this belief to be ill-founded, a case of men not giving themselves enough credit.

Men need to be a little more bold in asserting the work that they need to do, rather than… always looking to women, saying, "Am I doing the right work? Can you lead the effort? And then give me kudos, because I want to know that…it's being well received."

—U.S. Man

Real ignorance. Interview participants also argued that a lack of awareness of gender bias was a critical barrier to men's support for efforts to end it. This contention is consistent with the finding that the less aware men were of gender bias, the less committed they were to issues of gender equality. Interviewees agreed that individuals must first recognize that a problem exists before they can become committed to solving it.

When you're from the dominant group you also don't have that history of struggle and analysis that comes from the nondominant group's perspective. Almost universally, whether it's around race, whether it's around gender, sexual orientation, ability…I find that a lot of men just don't have the tools to really look at that big picture and make some of those connections. Very few men have that history or that analysis of those bigger pictures, the dynamics, unless they've been part of an oppressed group in one of those senses. It's not a natural, or it's not something taught. It's not something that's shared with us by our fathers.

—Canadian Man

SUCCESS AT ENGAGING MEN

RECOMMENDATIONS

STRATEGIES TO MOTIVATE MEN TO SUPPORT GENDER INITIATIVES

Overall, our findings offer hope that practitioners can indeed be successful at engaging men in support of gender initiatives. While there is little organizations can do to affect characteristics commonly thought to influence men's attitudes to gender, such as having a daughter, many of the experiences that we found to be pivotal to men's support are ones that organizations *can* influence.

Help Men Recognize That Gender Bias Exists

An important first step in winning men's support is to increase their awareness that gender bias exists. One way to achieve that goal is to encourage men to think more critically about masculine norms and their impact on men's lives. This strategy is indicated by the fact that compared to men who merely followed masculine norms, those who paused and dared to challenge some of these norms were more aware of gender bias.

Our findings as well as others' consulting experience[65] point to two effective ways of prompting men to think critically about gender:
- Providing men with opportunities to have directed or facilitated discussions about issues of gender in the exclusive company of other men.
- Cross-gender mentoring.

AB Volvo has leveraged both of these strategies in its *Walk the Talk*.

> " *[Gender dialogue] is always led by women…. For a man to stand up and say, "I think the men need to get together to talk about gender"—I think there's some courage that has to go on… Men being visible, at high levels of an organization, being able to be a little messy on this topic.*
> —U.S. Man "

AB Volvo—*Walk the Talk*

For nearly ten years, AB Volvo has been working to engage men more fully in the development and advancement of women through its *Walk the Talk* program. Implemented in 1998, the program seeks to promote greater awareness and understanding of gender and leadership issues and their impact on Volvo's business development, managers, and the organization as a whole.

Volvo focuses its training and development efforts in *Walk the Talk* on senior male managers. The head of each of Volvo's 12 divisions selects a senior male manager and pays for him to participate in *Walk the Talk*. Selected managers gather at an offsite location about six times over the course of one year. They assemble for a yearly total of 15 days, with a minimum of two full days at each meeting. As a result of these repeated interactions, participants become a tight-knit group. The program itself is process-oriented and features:

- **Meetings and discussions with courageous male role models**
  Participants get exposed to alternate role models through a session called "Meeting Men with Power," in which powerful men are defined as those with power over themselves, which gives them the ability to go against the mainstream, demonstrate courage, and think in unconventional ways.
- **Reverse mentoring**
  Each participant selects a woman mentor who has received training on leadership and gender issues who will follow her mentee's progress throughout the program.
- **Personal reflections and discussions**
  Managers keep journals over the course of the program to encourage self-examination and to reflect on how their attitudes have changed over time. Discussions are also an important aspect of the program, as are role plays designed to stimulate discussion.
- **Continuous training throughout the year**
  In addition to the activities that occur while participants are gathered at the offsite meetings, participants receive "homework." One assignment might be to interview women managers. Yet another may be to host a discussion on organizational values. These activities put senior managers' new insights to use within their divisions and management teams.

After the conclusion of each *Walk the Talk* class, Volvo provides support to men in the form of a *Walk the Talk* network, which includes almost 50 graduates of the program who meet formally twice a year. The network supports graduates by addressing gender-related issues on teams, educating managers and coworkers, and working actively to spread the knowledge acquired by the group.

Why AB Volvo's Approach Makes Sense

The value of men-only dialogues. In the exclusive company of other men, men are less likely to feel at risk of being blamed or accused of being sexist. As noted previously, such fears can inhibit men's inclinations to partner with women in championing issues of gender equality. In many organizations, company-sponsored events and discussions related to issues of gender are dominated both in attendance and leadership by women, and a fear of being judged by women can keep men from participating in these activities. By offering men the chance to discuss gender issues with other men, organizations can increase men's receptivity to and participation in opportunities to learn about gender. Finally, men-only dialogues can also help reduce

men's fears that other men will disapprove of them if they engage in critical discussions about gender. In the company of men who are also engaging in a critique of gender relations, men are more likely to be reassured that they will not be rejected by other men or judged as less manly for challenging gender norms and biases.

The value of cross-gender mentoring. We found that men who had women mentors were more aware of gender bias than men who only had men mentors. This finding, in addition to the accounts of men we interviewed, suggest that respected women colleagues can play an important role in educating men about gender bias by offering support while at the same time challenging men to think more critically about gender relations in the workplace.

Motivate Men to Champion Gender Equality

Although awareness of gender bias is important, it was a sense of fair play—not awareness—that ultimately distinguished men who were championing gender equality from those who were not. On the basis of this finding, as well as those from previous research,[66] we propose that heightening men's

sense of fair play and engaging them in solution-building can be powerful strategies for engaging men as champions. Ernst & Young has incorporated these strategies in its practice, *Cultivating Men as Allies*.

Motivating Men to Champion Gender Equality by Heightening Their Sense of Fair Play and Engaging Them in Solution-Building

DIVERSITY & INCLUSION PRACTICE

Ernst & Young—*Cultivating Men as Allies*

An Ernst & Young priority is the engagement of men as gender champions and allies. Historically, the firm has always integrated men into its strategy, but in 2006 it decided to make a more conscious effort to engage men in conversations about gender equity. The Inclusiveness team, along with a male coach, conducted focus groups with about 300 men across the United States and Canada to better understand the perspectives of men in the firm. Based on insights from these focus groups, Ernst & Young began formulating a new strategy for engaging men in gender initiatives. Two features of this effort include:

- **Firm-wide leadership workshops:** As part of the firm's Women's Leadership Conferences, Ernst & Young engages women and men leaders in dialogue about what can be done—by individuals and by the firm—to achieve gender equity. Important ground rules for these discussions include candor and an appreciation of the perspectives that both women and men bring. Key areas of content addressed in these sessions include micro-inequities, unconscious biases, and the personal costs of gender inequity for both women *and* men.
- **Locally driven workshops and solution-building:** Based on the model provided by the firm-wide workshops, business units are encouraged and supported in implementing locally driven, "straight-talk" gender dialogues. These dialogues have been critical in engaging partners on key issues as well as in the development of locally owned solutions and strategies. Key outcomes have included action plans for improving current performance management processes.

Why Ernst & Young's Approach Makes Sense

The value of exposing the costs men face due to gender bias. When men recognize that gender disparities hurt them as well as women, they will be more apt to see these disparities as unfair[67] and be more committed to acting to address them. This is one reason why Ernst & Young's workshops focus men's attention on the negative impact of gender bias and what they can gain as individuals from changing the status quo. This strategy of exposing men to the personal costs of gender bias can help to increase men's sense of fair play and also reduce apathy about gender issues.

The value of engaging women and men in solution-building. This approach encourages men to "try on" the role of being a champion of gender inclusion, if only on a temporary basis. When placed in formal roles in which they are held accountable for finding remedies for gender disparities, men will be more likely to develop a personal stake and self-interest in making change.[68] They will also be more likely to champion change in their day-to-day work lives.

STRATEGIES FOR REMOVING BARRIERS TO MEN'S SUPPORT

In addition to motivating men to support gender initiatives, it is also important for organizations to adopt strategies to reduce the barriers that would deter men from supporting these initiatives: apathy, fear, and real and perceived ignorance.

TABLE 2

Strategies for Breaking Barriers to Men's Engagement

Barrier	Strategies
Apathy	• Raise awareness about what men can gain from gender equality. • Raise awareness about the costs of gender inequality for men.
Fear	• Discourage zero-sum thinking. • Invite men in. • Expose men to male role models who champion gender inclusion and challenge the status quo.
Real and perceived ignorance	• Provide opportunities for dialogue both within and across gender groups.

Fighting Apathy

Study interviewees, many of whom had experiences teaching men about gender bias, advised us that men are often apathetic because it is unclear what gender bias costs them personally and what they can gain from supporting initiatives to reduce gender disparities. In many organizations, the benefits of supporting gender initiatives are primarily communicated in terms of what the organization can gain. The costs of bias are described exclusively in organizational terms and there is little communication about what individual men stand to lose if gender disparities persist. However, to be motivated to support change, our research suggests that organizations need to make a more personal case to men in addition to the business case. Table 3 outlines some of the personal costs that result from gender bias or inequality as well the personal benefits men can gain from a more equitable work environment.[69] Change agents can use this cost-benefit analysis in a number of ways, including discussing it with men or using it to make the case for gender equality.

TABLE 3

Costs of Gender Bias and Benefits of Gender Equity to Men

COSTS What Men Lose as a Result of Gender Inequality	BENEFITS What Men Gain From Gender Equality
Pressure to bear the primary financial responsibility for one's household	Freedom to share financial responsibilities with one's spouse or partner
More distant relationships with spouse or partner	More rewarding and intimate relationships with spouse or partner
More distant relationships with children	Freedom to parent more substantively; more rewarding relationships with children
Pressure to acquire status and compete with men	Freedom to define oneself according to one's own values rather than traditional gender norms
Poor psychological and physical well-being	Better psychological and physical health

> " *In answer to your question of what motivates men who [champion gender equality], I think it is a range of different things. In some instances it's a very personal investment in improving the lives of our daughters, making the world a freer and safer place for ourselves as men, for women we care about. I think there's something about creating models of masculinity that aren't as restrictive, that don't require that you only talk about sports.*
>
> —South African Man "

Fighting Fear

Fears about losing status, fears about making mistakes, and fears about other men's disapproval can keep men from supporting gender initiatives. Interviewees suggested the following strategies for reducing these fears.

Discourage zero-sum thinking. According to some interviewees, men's fears about losing status stem from the perception that gains for women will necessarily mean losses for all men, including loss of privilege and being passed over for jobs. Often, rather than discouraging this type of zero-sum thinking, companies inadvertently encourage it, thereby exacerbating men's fears. One practice that likely has this unintended impact is the wide display and dissemination of diversity representation metrics and goals. Research suggests that the mere act of viewing evidence that the share of jobs held by women in their organizations has spiked could increase men's tendency to view their employers' diversity initiatives from a zero-sum perspective.[70] To avoid such consequences,

initiatives and programs to promote gender equality, organizations and individual women can signal that men are viewed as having a role in changing the workplace.

Expose men to male role models. We also learned from interviewees that some men are reluctant to take a stand against gender bias because they fear that they will elicit the disapproval of other men. Interviewees advised that a powerful way to alleviate this fear is to expose men to respected male role models who are championing gender equality and challenging the status quo. AB Volvo's *Meeting Men with Power* session does just this, providing men with opportunities to see respected and powerful male executives at AB Volvo who dare to challenge the traditional roles women and men play in the workplace. This sort of exposure to courageous role models provides men with important reassurance that they will not lose face and be judged less manly for taking a stand against gender bias.

> *I remember the first time someone suggested to me that work around gender was something men could do. It came as quite a surprise, like, "What?!" I'd always thought that was simply the domain of women, and perhaps I've been even defensive. But once it became clear that, no, this is in fact something that I can do and that I'm welcomed in doing, that was very helpful.*
>
> —South African Man

organizations might reconsider how widely such metrics should be disseminated. Organizations can consider alternative ways to signal commitment and progress, including a clearly stated policy regarding gender equality as well as regular status reports about related activities and initiatives.

Invite men in. Providing men with opportunities to discuss issues of gender in men-only groups may reduce men's concerns about making mistakes or being judged as sexist. In addition, some interviewees suggested that it was important for organizations and women to take more deliberate steps to include men in gender-related initiatives or events. Catalyst's experience suggests that in many organizations it is mostly women who participate in and lead such activities. This pattern may reinforce the view that men are judged by women and their organizations as part of the problem. By encouraging broader male participation in

Fighting Ignorance

Some interviewees judged that men often have an unfounded belief that they are uneducated about issues of gender—by virtue of being male—which can inhibit their willingness to participate in efforts to remove gender disparities in the workplace.[71] Our findings also indicate that real ignorance or lack of awareness of gender bias was linked to a lower personal commitment among men to ending gender disparities. Whether men's ignorance is real or imagined, providing them with learning opportunities such as those being offered by AB Volvo both within men-only groups and with women can help to boost men's confidence and command regarding gender issues in the workplace. Such learning opportunities can increase men's inclination to take an active role in initiatives to eliminate gender disparities in the workplace.

DISCUSSION STARTERS FOR MEN

Send a special invitation to men in your organization to participate in discussion forums about gender gaps in the workplace. Ask influential male champions to lead these discussion forums, and communicate the organization's commitment to including men in its gender initiatives. Important goals for these forums include:

- Signaling to men that their perspectives on issues of gender are valued.
- Empowering and building men's confidence in becoming more involved in the organization's gender initiatives.
- Identifying the specific barriers in the organization to men's engagement as champions of gender initiatives.

DISCUSSION STARTERS

To stimulate the discussion, share quotations from this report and ask participants whether they think men in the organization can relate to them.

For example, use this quotation:

"What are men who are identified with "women's issues" or men who are, publicly or privately, seen as supporting….equality and women's challenges to men's power—what are some of the words you've heard to describe those men? It's always—their manhood is undermined. They're not real men. They're wimps. They're…whipped. These are all really powerful policing mechanisms that keep men silent."

Start the discussion by asking:

- Do you agree with the view this man has expressed?

Other questions you could use to spark a dialogue include:

- Increasingly, men are more actively involved in efforts to promote gender equality in their workplaces. However, some men are less inclined to do so. Some studies suggest that there are a number of barriers to men's engagement, including apathy or indifference about gender issues and fear.

- Do you think that apathy is a barrier in this organization? If yes, why do you think men are indifferent about issues of gender equality in the workplace? If not, why do you think men care?

- Do you think that fear is a barrier in this organization? If so, what do you think men are afraid of?

- What other barriers do you think prevent men from engaging in gender initiatives?

- Do you perceive differences in men's engagement with gender issues in the workplace based on age?

- What can this organization do to help alleviate men's fears and encourage more men to become engaged as champions?

INTERVIEWS & ONLINE SURVEY

APPENDIX: METHODOLOGY AND RESPONDENT PROFILES

This study was conducted using in-depth interviews and an online survey. The interviews were conducted first to develop in-depth insights or hypotheses about the factors that increase men's awareness of and advocacy for ending gender bias. Then an online survey was administered to test the hypotheses that were developed based on the interviews. By surveying both men who were championing gender equality as well as a comparison group of men who were not engaged in such activity, we were able to examine what attitudes and experiences differentiated the two groups. We describe methodological details associated with both the interviews and survey below.

INTERVIEWS

Participant selection: Thirty-five interviewees were identified on the basis of the following criteria: 1) engages in visible and "hands-on" leadership of organizational initiatives to reduce gender disparities in the workplace, 2) makes continuous and substantive time investments in mentoring women, and 3) is easily recognizable by women colleagues/peers as a supporter of gender equality. Several interviewees were identified by D&I leaders in their workplaces, often in consultation with women's resource groups and networks. Others were identified by program managers of a mentoring consultancy (which was devoted exclusively to providing mentoring services to women) for providing outstanding mentorship to women mentees. The remaining interviewees were selected on the basis of their leadership of various advocacy groups run both by and for men for the purpose of promoting gender equality.

Interview procedure: Interviews were semi-structured and covered a range of topic areas including participants' motivations for championing women and issues of gender equality, their work and family histories, as well as their attitudes and beliefs about gender. Interviews were conducted over the phone in English by three different interviewers, including one woman and two men. Each lasted a minimum of one hour.

Interview analyses: Once the interviewee's responses were transcribed, the three researchers each reviewed a different subsample of the transcripts to independently identify the major themes. The researchers subsequently met to discuss and reach agreement on the most common themes and to develop a coding scheme to capture these themes. Using this coding scheme, four different researchers subsequently reviewed a set of assigned transcripts, identifying and recording responses that they judged to be representative of the themes in the coding guideline. After each researcher had analyzed his or her assigned transcripts he or she then reviewed his or her transcripts with another researcher, resolving any disagreements.

SURVEY

Participant selection: Two subsamples were recruited for the survey. The first comprised male champions who were selected according to the same procedures we described in relation to the interviews. The second made up our comparison group—individuals who did not meet the aforementioned champion criteria. To select participants for this group, we asked D&I professionals who had previously nominated male champions to also identify men who did not fit the champion criteria but were similar to the champions they had already identified in functional background and rank.

Survey procedure: Participants received a study invitation by email, which included a description of

the study. The study description was kept vague so that participants did not know whether they had been chosen to be part of our champion or comparison group samples. Participants were simply given a description of the kinds of questions they would be asked in the survey and other details such as the length of time it would take to complete the survey. It was important to keep participants blind to certain details about the study, such as whether they were part of the champion or comparison group as that knowledge could have potentially biased their responses. Participants were told that in exchange for their participation, the information collected from the study would be shared with them following its completion. If participants agreed, they were directed to a link to access the survey.

Survey items: The survey consisted of 108 questions. Several questions were taken from pre-existing surveys such as the Modern Sexism Scale,[72] the Moral Outrage Scale,[73] and the Conformity to Masculine Norms Inventory.[74] When appropriate items were not available from pre-existing surveys, items were developed by Catalyst researchers. The survey also included personal and work demographic items such as nationality and parental and marital status.

Survey analyses: Participant responses to all except the demographic items were factor analyzed to identify key constructs that were measured by the survey. This analysis revealed that three essential constructs or factors best described the survey data:[75] 1) defiance of masculine norms, 2) awareness of gender bias, and 3) sense of fair play. Linear regression techniques were then used to determine whether awareness of gender bias could be predicted by the following variables: defiance of masculine norms, sense of fair play, having women mentors, having a daughter, involvement in childcare, age, percentage of workgroup that is male, and spouse's or partner's employment status. Finally, we used logistic regression to determine whether being identified as a champion or as a comparison group participant could be predicted by defiance of masculine norms, awareness of gender inequity, sense of fair play, having a daughter, sexism (as measured by the Modern Sexism Scale), age, functional background, hours worked per week, and job level.

RESPONDENT PROFILES

Interview Participants: Work-Related Demographics

Most interviewees held management positions (see Table 4). Of those who provided information on their job status (N=32), 56.3 percent held top management positions and 37.5 percent said they held a middle-management position. In contrast, only 6.3 percent held non-management roles. The occupational fields with the highest representation among interviewees were human resources (31.3 percent), corporate management and planning/legal (25 percent), and sales/marketing/communications/ customer services (12.5 percent). More than 12 percent of interviewees indicated an unspecified (i.e., "other") occupational field. Lastly, a majority of interviewees had significant work experience, with 87.5 percent reporting that they had worked for more than 20 years. Slightly more than 6 percent had 16 to 20 and 11 to 15 years of work experience, respectively. No interviewees had less than 11 years of work experience.

TABLE 4

Interview Participants—Work-Related and Personal Demographics

Management Status	Percentage (Number) of Interviewees (N=32)
Top Management	56.3% (18)
Middle Management	37.5% (12)
Lower Management	0.0% (0)
Nonmanagement	6.3% (2)
Occupational Field	**Percentage (Number) of Interviewees (N=22)**
Human Resources	31.3% (10)
Corporate Management and Planning/Legal	25.0% (8)
Sales/Marketing/Communication/Customer Services	12.5% (4)
Other	12.5% (4)
Years of Work Experience	**Percentage (Number) of Interviewees (N=32)**
<5	0.0% (0)
6-10	0.0% (0)
11-15	6.3% (2)
16-20	6.3% (2)
>20	87.5% (28)
Age	**Percentage (Number) of Interviewees (N=32)**
26-35	6.3% (2)
36-45	9.4% (3)
46-55	43.8% (14)
56-65	37.5% (12)
>65	3.1% (1)
Marital Status	**Percentage (Number) of Interviewees (N=32)**
Married	96.9% (31)
Engaged or in a committed relationship	3.1% (1)
Parental Status	**Percentage (Number) of Interviewees (N=32)**
Have children	87.5% (28)
Have no children	12.5% (4)
Gender of children	**Percentage (Number) of Interviewees (N=28)**
Male only	17.9% (5)
Female only	25.0% (7)
Both male and female	57.1% (16)
Sexual Orientation	**Percentage (Number) of Interviewees (N = 29)**
Straight	100% (29)
Nationality by Continent	**Percentage (Number) of Interviewees (N=17)**
African	5.9% (1)
European	17.6% (3)
North American	76.5% (13) (12 U.S. and 1 Canadian)

Interview Participants: Personal Demographics

Most interviewees were middle-aged or older, falling between 46 and 65 years of age (see Table 4). Almost 44 percent of interviewees said they were 46 to 55 years old, and 37.5 percent reported being between the ages of 56 and 65. About 9 percent and 6 percent of interviewees were 36 to 45 years old and 26 to 35 years old, respectively. Only one interviewee was older than 65.

Of the interviewees who provided the relevant information, all were married (96.9 percent) or in a committed relationship (3.1 percent). One-hundred percent identified as being heterosexual or straight, and most (87.5 percent) reported having children. Of those interviewees who had children, a majority indicated that they had both male and female children (57.1 percent), while 25 percent said they had only female children and an even smaller percentage (17.9 percent) reported having only male children.

Finally, among those interviewees who provided information about their nationalities (17), most respondents were North American (76.5 percent), with 17.6 percent and 5.9 percent identifying as European and African, respectively.

Survey Participants: Work-Related Demographics

As shown in Table 5, a majority of participants in both the champion (60.7 percent) and comparison (55.1 percent) groups were in top management positions. Notably, the representation of participants from both groups was not statistically different in these senior roles or in most other job levels. Approximately 32 percent and 22 percent of participants from the comparison and champion group, respectively, were in middle management.[76] The percentage of participants from both groups was similarly low in non-management positions (4.5 percent and 0.0 percent, respectively).[77] Notably, participants from the champion group were slightly better represented than those from the comparison group (16.9 percent compared to 7.9 percent) in the lower management roles.[78]

Table 5 also shows that champions (38.8 percent) were slightly more likely than participants from the comparison group (23.0 percent) to be in a staff role, while both groups of participants were equally likely to hold line roles.[79] Similar percentages of champion (18.8 percent) and comparison (19.5 percent) group participants also held positions that they classified as both line and staff roles.[80]

The industries with the highest representation among all survey participants were oil and gas, public accounting, chemical and energy. More champions (33.3 percent) were in oil and gas than comparison participants (26.0 percent),[81] and more comparison participants (29.2 percent) were in the public accounting industry than champions (9.1 percent). Similar percentages of champions (8.1 percent) and comparison participants (9.4 percent) were in the chemical and energy industry.

TABLE 5

Survey Participants—Work-Related and Personal Demographics

Management Status	Champion Group (N=89)	Comparison Group (N=89)
Top Management	60.7% (54)	55.1% (49)
Middle Management	22.5% (20)	32.6% (29)
Lower Management	16.9% (15)	7.9% (7)
Non-management	0.0% (0)	4.5% (4)
Functional Experience	**Champion Group (N=85)**	**Comparison Group (N=87)**
Line	42.4% (36)	57.5% (50)
Staff	38.8% (33)	23.0% (20)
Both line and staff	18.8% (16)	19.5% (17)
Industries with highest representation[82]	**Champion Group (N=99)**	**Comparison Group (N=96)**
Chemical and energy	8.1% (8)	9.4% (9)
Oil and gas	33.3% (33)	26.0% (25)
Public accounting	9.1% (9)	29.2% (28)
Age	**Champion Group (N=85)**	**Comparison Group (N=79)**
26-35	4.7% (4)	1.3% (1)
36-45	23.5% (20)	16.5% (13)
46-55	42.4% (36)	59.5% (47)
56-65	27.1% (23)	21.5% (17)
>65	2.4% (2)	1.3% (1)
Marital Status	**Champion Group (N=85)**	**Comparison Group (N=79)**
Married	90.6% (77)	92.4% (73)
Cohabitating	3.5% (3)	2.5% (2)
Separated or divorced	3.5% (3)	1.3% (1)
Single, never married	1.2% (1)	2.5% (2)
Widowed	1.2% (1)	1.3% (1)
Parental Status	**Champion Group (N=85)**	**Comparison Group (N=79)**
Have children	94.1% (80)	89.9% (71)
Have no children	5.9% (5)	10.1% (8)
Gender of Children	**Champion Group (N=80)**	**Comparison Group (N=70)**
Male only	17.5% (14)	24.3% (17)
Female only	17.5% (14)	22.9% (16)
Both male and female	65.0% (52)	52.9% (37)
Nationality by Continent	**Champion Group (N=85)**	**Comparison Group (N=75)**
Asian-Pacific	5.9% (5)	4.0% (3)
European	22.4% (19)	14.7% (11)
North American	67.1% (57)	81.3% (61)
South American	4.7% (4)	0.0% (0)

Survey Participants: Personal Demographics

Of champions, 42.4 percent were between the ages of 46 and 55, while almost 60 percent of the comparison group was between the ages of 46 and 55. However, there was no significant difference in the proportion of champions and comparison participants in the 36 to 45 age bracket (23.5 percent compared to 16.5 percent),[83] the 56 to 65 age bracket (27.1 percent compared to 21.5 percent),[84] or the 26 to 35 age bracket (4.7 percent compared to 1.3 percent)[85]. Both groups of participants were also similarly represented in the over-65 age group (champions at 2.4 percent and the comparison group at 1.3 percent).[86]

An overwhelming majority of both champion and comparison group participants were married–90.6 percent and 92.4 percent, respectively. Most participants in each group were fathers (champions at 94.1 percent relative to the comparison group at 89.9 percent), and more than half reported that they had both male and female children (champions at 65 percent relative to the comparison group at 52.9 percent).

Lastly, a majority of participants were from North America in both the champion and comparison groups, with North American representation being highest among the comparison group at just over 80 percent. Europeans had the second highest representation among both groups of participants (champions at 22.4 percent compared to the comparison group at 14.7 percent). Other nationality groups were represented in much smaller proportions including, Asian-Pacific (champions at 5.9 percent compared to the comparison group at 4.0 percent) and South American (champions at 4.7 percent compared to the comparison group at 0.0 percent).

Instructional manipulation checks: Did experts apply the criteria given for nominating respondents as champions or comparison group respondents?

To examine what distinguishes men who champion gender equality from those who do not, we relied on diversity and inclusion experts to nominate potential participants based on the criteria previously described. If these experts did not apply these criteria as instructed they would have compromised our ability to draw conclusions about what differentiated men who had been championing gender initiatives from those who had not.

Several points give us confidence that we were, in fact, successful in selecting respondent samples that were differentiated based on the three stated criteria. First, rather than relying on self-nomination, we asked third-party informants who were diversity and inclusion professionals to identify the interview and survey respondents. Research shows individuals are often not the best judges of their own behavior and that assessments of third-party observers can be more accurate. This inaccuracy in self-evaluation is due to the fact that individuals' judgments about their own behavior are often influenced by motivations to portray themselves in a positive light regardless of their actual behavior or performance.[87] These findings suggest that compared to a self-nomination process which would likely have compromised our ability to accurately designate participants to our champion and comparison respondent groups, our use of third-party informants was a more reliable method of selecting participants from our two target populations.

In addition, we found that champions were more likely than men in the comparison group to be leading diversity and inclusion initiatives in their organizations.[88] Sixty-eight percent of champions were leading one or more initiatives, compared to 54 percent of respondents in the comparison group. As shown in Figure 3, among respondents who indicated that they were not leading any initiatives to promote diversity and inclusion, the

percentage of men from the comparison group was 46 percent, higher than the 32 percent of men from the champion group. These findings suggest that, consistent with our champion criteria, men from the champion group were more likely than those from the comparison group to be taking on the role of a visible change agent in their organizations. It is worth noting from our experience with corporate practices that in many organizations male leaders are often nominated to lead diversity initiatives, regardless of their own inclination to do so. Were it not for this nomination practice, we might have observed even more stark differences between champions and comparison group participants with respect to the leadership of diversity and inclusion initiatives.

FIGURE 3

Percentage of Participants Involved in Zero Initiatives and One or More Initiatives, by Champion Status
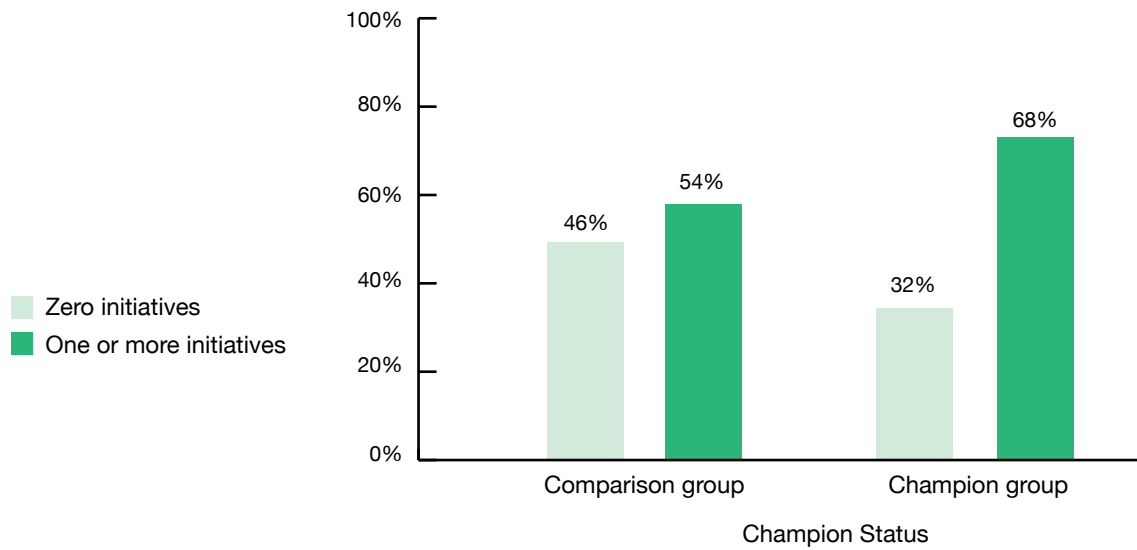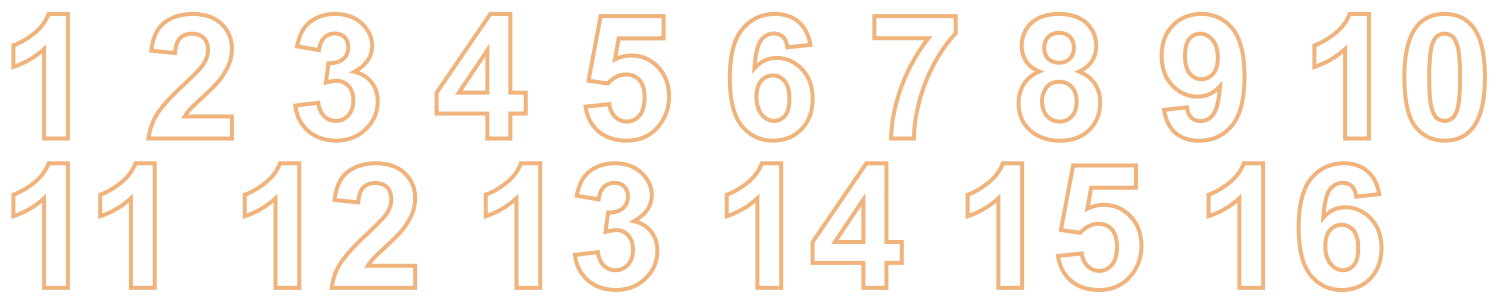
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33 The findings were derived from the following procedure: We first ran a median split to distinguish between respondents with high and low levels of awareness of gender bias. We then conducted a chi-square test to determine whether or not there were differences in the perceived importance of gender equality as a function of awareness of gender bias. Results indicated that those who were highly aware of gender bias were more likely to agree that achieving gender equality was an important social issue (χ^2=13.99, p<.05).

34 We regressed participant's awareness of gender bias on a number of predictors. Results revealed three significant predictors: having a strong sense of fair play (β=.27, p<.05), defiance of masculine norms (β=.30, p<.05) and having a woman mentor (β=.22, p<.05); model adjusted R^2=.28. The remaining predictors included in the regression model were: self-reported involvement in childcare, gender of children, partner's/spouse's employment status, marital status, percentage of workgroup that is male, and level of gender diversity in participant's network. None of these variables were shown to be a significant predictor of awareness of gender bias (all ps >.05).

35 We refer specifically to the following norms described in detail on page 3: "Avoid all things feminine;" "Be a winner;" and "Be a man's man."

36 Men with high awareness of gender bias tended to agree with the following statement: "I admire many of the women I have interacted with at work."

37 Men with high awareness of gender bias tended to agree with the following statement: "I get a sense of satisfaction from helping others succeed, especially people who haven't had as many advantages as I have."

38 Prentice and Carranza.

39 Men with high awareness of gender bias tended to disagree with the following statement: "I enjoy a sense of camaraderie with my male peers at work."

40 Pollack.

41 Results of a linear regression analysis indicated that having a woman mentor was a significant predictor of men's awareness of gender bias (β= 22, p<.05).

42 The findings were derived from the following procedure: We first ran a median split to distinguish between participants with high and low awareness

of gender bias. We then conducted a chi-square test to determine whether or not there were differences in awareness of gender bias as a function of mentor gender. Results indicated that those mentored by both women and men were more likely to show a high awareness of gender bias than those mentored solely by men (χ^2=4.30, p<.05).

43 Other explanations include the following: 1) Men who recognized bias were more inclined than those who didn't to choose women mentors; 2) Women respond more favorably—and, therefore, are more prone to offer mentoring support—to men who are more sympathetic to issues of gender bias than to men who are less sympathetic.

44 Results of a linear regression analysis indicated that the higher men's sense of fair play, the higher their awareness of gender bias, (β=.27, p<.05).

45 Awareness of gender bias was measured by such items as 1) "Over the course of my career, there were leaders who stood out to me as being very ineffective in including women colleagues" and 2) "Corporations that are able to tap female talent for leadership roles will be more competitive than those that are not able to do so." The higher men's awareness of gender bias, the more likely they were to agree with these statements.

46 Awareness of gender bias was measured by such items as," I sometimes wish that men were not always expected to be the primary breadwinner." The higher men's awareness of gender bias the more likely they were to agree with this statement.

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48 We used the same criteria for identifying champions in our survey group as we did for our interview participants.

49 See the appendix for respondent profiles and methodology.

50 Note that the 35 champions who participated in the in-depth interviews were not included in the group of 178 survey respondents.

51 Because the dependent variable of interest, champion status, is a dichotomous variable (champion group vs. comparison group), we used logistic regressions to test what variables might predict this.

52 We found that having a strong sense of fair play does in fact predict being identified as a champion (Exp(B)= 3.15, p<.05). Logistic regression results are in the form of odds ratios, which are predictions of the logit (or natural log) of the dependent variable. An odds ratio can be interpreted such that for every one-unit increase in the independent variable, there is an X increase in the odds ratio. Here, for each unit increase in participants' sense of fair play, the probability of the participant being identified as a champion increases 3.2 times relative to their likelihood of *not*

being identified as a champion. Additionally, being in a relationship with a partner who has a full-time career was marginally predictive of the likelihood of being a champion (Exp)(B)=.60, p=.08, such that men in a relationship with a working woman were more likely to be identified as champions. Other predictors included job-level, job function, age, and having a daughter. These characteristics did not emerge as significant predictors of men's status as a champion in the regression model, all ps>.10. The findings are consistent with previous research (e.g., Steven L. Blader and Tom R. Tyler, "Justice and Empathy: What Motivates People to Help Others?" in Michael Ross and Dale Miller, eds., *The Justice Motive in Everyday Life* (New York: Cambridge University Press, 2002): p. 226-250), which finds that having a general life outlook based on fairness and justice is associated with pro-social behavior (such as championing gender equality).

53 Sense of fair play was measured by such items as 1) "I am horrified when I hear about the filthy living conditions in which some people must live because they are poor" and 2) "I rarely feel burdened by the unfairness of the world;" the higher men's sense of fair play the more likely they were to agree with the first statement and to disagree with the second statement.

54 Sense of fair play was also measured by such items as, "I have participated in a public form of social protest;" participants with a higher sense of fair play tended to agree with this statement.

55 Sense of fair play was also measured by such items as, "I have experienced the pain of exclusion myself;" participants with a higher sense of fair play tended to agree with this statement.

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76 χ^2=1.65, p>.05.

77 A chi-square statistic cannot be computed in this case, since the variable is a constant (i.e., the total number of respondents in this category equals the number from the comparison group).

78 χ^2=2.91, p<.10.

79 χ^2=3.19, p<.10; χ^2=2.28, p>.05.

80 χ^2=0.03, p>.05.

81 χ^2=1.10, p>.05.

82 The percentages do not add up to 100 percent since only the industries with the highest representation are shown here.

83 χ^2=1.49, p>.05.

84 χ^2=.90, p>.05.

85 χ^2=1.80, p>.05.

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