

CHAPTER 1 CHECKLIST: PRIVILEGE



Mid-Career and Next Gen Women:

- Prepare and practice. Write down what you'll say when you experience or witness inappropriate behavior at work, so you're ready to respond. Practice the words, and role-play with someone you trust. That way, you don't have to worry about being quick on your feet when the time comes.
- When things are tough, share your story with trusted friends. Why? To remind yourself that you don't have to go through this alone. If you're vulnerable with the right people, they will support you.
- Ask for what you want, need, and deserve—if not for yourself, then for the sake of women who will follow. Many women find it difficult to negotiate salary, ask for a raise, or request a promotion. But it's often easier to ask on behalf of others.
- Use amplification to give voice to women's ideas, including your own. Develop a buddy system with one or more female colleagues to reinforce each other's comments and suggestions in meetings. Don't allow hepeating and mansplaining to go unchallenged.
- Do not write off or invalidate experiences that others see as unjust. Be mindful of any tendency to correct, silence, talk over, undermine, exclude, or give unwanted advice. People are the experts of their own experience.
- Engage in difficult conversations about privilege. Give yourself permission to be imperfect. It's better to learn from your mistakes and take responsibility than to remain silent.

Male Advocates:

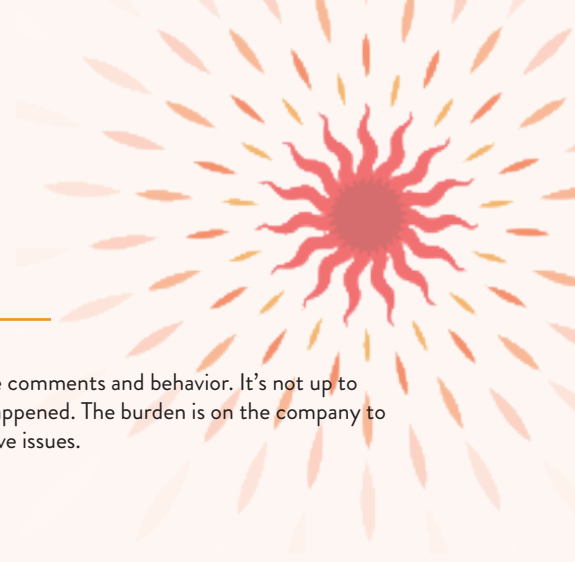
- When you read the experiences of women in this book, notice how the women in your life have been similarly impacted. Offer them compassion. Honor the energy and fortitude that's required to be a woman. Notice how male privilege has eased your success. Allow yourself to feel humbled. Listen to women. Believe them. Fight for them.
- Create space for women's voices. Ask women questions, give them the floor, and reinforce their perspective, all the while giving them credit. If someone interrupts a woman in a meeting, tell them you'd like to hear her complete her thought before moving on.
- Ask one or two female colleagues how you can support them. You may be surprised at the ways you can use your power to help them succeed.

HR, DEI, and other Business Leaders:

- Develop a comprehensive DEI plan that includes policies, training, advocacy, and safe spaces. Don't attempt to check the box by doing only one of these—you will fail.
- Discuss diversity, equity, and inclusion on a company-wide basis and at team meetings. Help employees understand that diversity is an important part of your values and policies, as well as a key driver of business results. One small but visible step toward inclusion is using people's preferred pronouns (she/her/hers or they/them/theirs) in meetings and on team websites.
- Start and support Employee Resource Groups (ERGs)—by race, gender, sexual orientation, for parents and others. Keep intersectionality in mind. Provide sponsorship, funding, and time for employees to participate. Don't make them do all the work on their own.
- Teach leaders inclusive facilitation skills. Otherwise, who speaks up, who remains quiet, and who dominates conversations is left to chance.
- Train recruiters and hiring managers about unconscious bias, since they are the gatekeepers for those who will join your organization. Adopt tools that help remove bias from interviewing and hiring.

CHAPTER 2 CHECKLIST:

#METOO



Mid-Career and Next Gen Women:

- Trust yourself. If something makes you feel uncomfortable, don't write it off.
- Confide in a trusted friend, mentor, coach, or therapist. Sharing your story can be cathartic and give you a much-needed sounding board.
- It's an unfortunate reality, but you should practice and prepare to speak up for yourself. Having a ready response like Teri's, "I'll give you twenty seconds to take that back," makes it easier so you don't have to think on your feet.
- Review the channels that are available to you at work to confidentially report concerns. If it's not apparent where to go, ask HR, your manager, or your supervisor.
- Report inappropriate comments and behavior. It's not up to you to prove what happened. The burden is on the company to investigate and resolve issues.

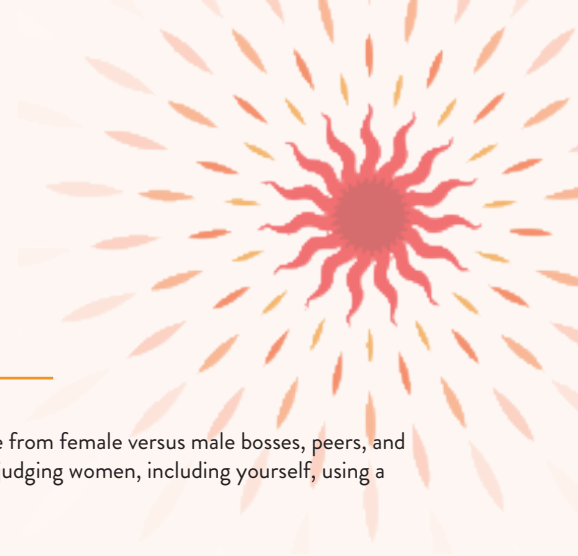
Male Advocates:

- Tell women that you're an advocate. It helps to know who's sympathetic and whom they can trust.
- Call out other men. If they are being inappropriate, regardless of whether it's "just a joke," remind them that it doesn't belong at work (or anywhere else). It's so much easier for men to do this with other men.
- Thank women for coming forward with their stories and concerns. It is not an easy thing to do. They're risking a lot by opening up, so recognize and honor that.

HR, DEI, and other Business Leaders:

- Make sure there are multiple ways for people to share complaints and concerns. Communicate these channels in your handbook, on your intranet, and at company and team meetings, so people know where to go.
- What gets measured gets done. Recognize and reward women and men who champion, mentor, and create opportunities for women employees.
- Set aside time and money for diversity, equity, inclusion, and unconscious bias training supported by ongoing dialogue and refresher sessions. Make sure your managers are aware of their obligations if they witness or hear about inappropriate behavior.

CHAPTER 3 CHECKLIST: SEND THE ELEVATOR BACK DOWN



Mid-Career and Next Gen Women:

- Send the elevator back down! If you've already "made it," don't unintentionally haze other women by putting them through the same challenges you faced over the course of your career.
- If you're a younger woman in the workplace, consider what you can learn from those who have been working longer than you. Recognize the battles they've faced, and what they've had to overcome.
- Join forces with other women to ask for what you collectively need at work. Working together is a proven way to influence leaders and effect change.
- Help women through mentorship, advocacy, and creating opportunities. You can redefine how women interact at work by proving there's room for many.
- Stop expecting more from female versus male bosses, peers, and direct reports. Stop judging women, including yourself, using a double standard.

Male Advocates:

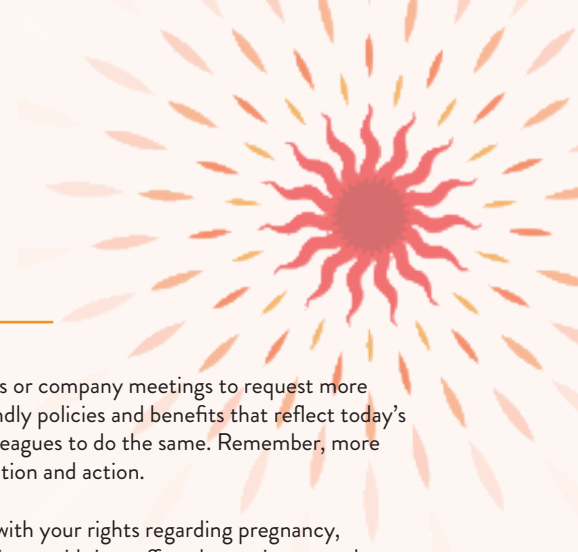
- Make sure women are represented. When you see work groups, task forces, or project teams with only one woman or none, challenge the composition. Don't participate on manels (all-male panels); instead, demand that women join the group. Remember, diverse teams perform better across industries.
- Hold all leaders, managers, and employees to equally high but realistic expectations; men and women both. Review your expectations and root out hidden gender bias.
- Discourage the "one seat at the table" practice and myth. Watch for and call out people who encourage rivalry versus collaboration among women.

HR, DEI, and other Business Leaders:

- Intentionally create multiple seats at the table in senior leadership, managerial roles, and on cross-functional teams. Give talented women equal access to key, influential positions.
- Encourage and reward collaboration so that both women and men are incentivized to help (not hinder) each other's performance and progress.
- Introduce topics like mindfulness, emotional intelligence (EQ), and collaborative conflict that help all employees increase self-awareness and learn to treat others with respect.

CHAPTER 4 CHECKLIST:

#MOMTOO



Mid-Career and Next Gen Women:

- Paint an accurate picture of what it takes to be a working mom. Don't sugarcoat it or romanticize. Be honest about the benefits, challenges, and trade-offs.
- Talk to your partner about shared expectations in and outside of the home. Find ways to support each other and agree to flex when one of you is extra busy at work.
- Know your limits at work. List what sacrifices you are willing and unwilling to make as a parent. Will you travel? What if you occasionally miss dinner or bedtime; is that okay? Share your preferences with your manager and brainstorm solutions that work for both of you.
- Use suggestion boxes or company meetings to request more modern, family-friendly policies and benefits that reflect today's reality. Ask your colleagues to do the same. Remember, more voices result in attention and action.
- Familiarize yourself with your rights regarding pregnancy, parental leave, sick time, paid time off, and pumping at work. There's no shortage of resources available online.
- Seek out companies that support working moms. Use resources like Working Mother's Annual 100 Best Companies list. Research company policies to see what kind of parental leave, remote work options, and benefits they offer.

Male Advocates:

- Speak up when you hear assumptions being made about women, such as that they're definitely going to want kids, quit their jobs, or not return from maternity leave.
- Don't judge the mothers in your life for their choices, whether that's taking time off, working full-time or part-time, or not knowing what they want to do. These are difficult decisions. Women deserve your support, patience, and understanding.
- Dads: Take paternity leave, if it's offered. If not, ask for it. The more men take advantage of this benefit and normalize it, the less women will be stigmatized.

HR, DEI, and other Business Leaders:

- Train interviewers and hiring managers to make decisions based on qualifications, not gender. Make sure they know questions about pregnancy, parental status, and childcare arrangements are illegal and irrelevant.
- Institute flexible work benefits that support not just women, but also men and people without children. Offer part-time positions, job shares, work-from-home and remote work options. You'll be surprised at how this helps you attract and retain talented employees from all walks of life.
- Update leave policies for parents, including equal maternity and paternity leave, and incentives for new parents to take time off. Offer benefits for non-traditional families including paid time off and bonding time for adoptions and surrogacy leave.