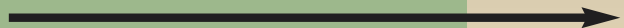


MAKING THE
**DIFFERENCES
WORK**

CLOSING ^{THE} GENDER GAP



W h a t w e c a n d o



MAKING THE DIFFERENCES WORK



W h a t W e C a n D o

This booklet is designed to help Royal Bank* meet its goal of Making the Differences Work: Closing the Gender Gap. It is part of the work of the Gender Gap Action Council and Field Advisory Boards.

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Written by
Bonita Banducci, Julie O'Mara, and Jeffrey Wildfogel

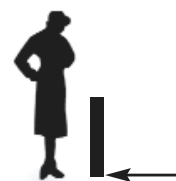
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* Throughout this booklet, "Royal Bank" refers to Systems & Technology, Functional Groups, Royal Trust, and geographical units of RBC Banking in Canada.

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E G E N D E R G A P



What Is the Gender Gap?

The "Gender Gap" represents the disparity that may arise between

- the status of men and the status of women in the bank
- the bank's policies and the bank's practices regarding workplace equity
- myths and reality of workplace equality
- the way things are and the way they could be

Though isolated, these incidents are all part of the gender gap.

- A woman is denied the same advancement opportunities as a male colleague.
- A man refrains from taking paternity leave because he feels it will hurt his career.
- A male manager makes a condescending remark to a female employee.

**The following comments
from Royal Bank's Gender Conferences
reflect concerns widely expressed and
prevalent in today's workforce:**

“ Although RBC is making progress, females don't think it's fast enough, and men think it is too fast. We have a problem. ”

“ We don't understand our own prejudices – therefore, we discriminate. ”

“ Communication gaps exist due to different backgrounds (i.e. gender, cultures). People don't see things the same. ”

“ The Old Boys Club is alive and well – just more subtle! ”

“ We value diversity in our stock portfolios – why can't we realize that diversity amongst our people is valuable as well. ”

Equality and Equity – Equal and Different

This provocative phrase "equality and equity-equal and different" calls for some explanation. Equality refers to sameness. Equity refers to fairness. Both equality and equity are important to men and women in the workplace. Men and women are the same in some ways and yet different in other ways.

Our prevailing culture encourages us to follow the "*Golden Rule*:"

Do unto others as you would have them do unto you.

However, there are differences between men and women, and differences among women and among men. A new "*Platinum Rule*" is:

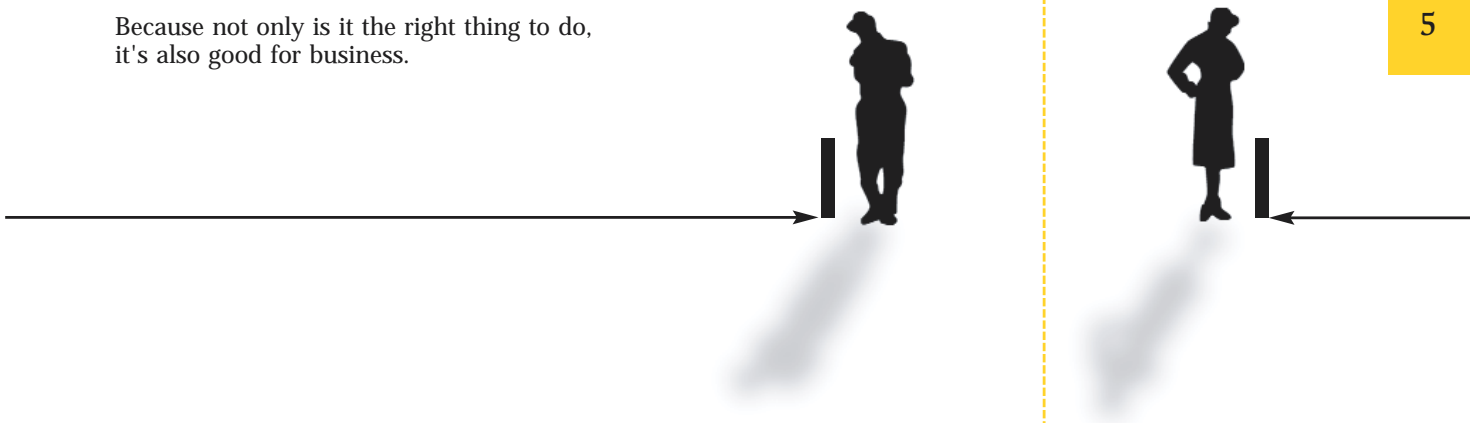
Do unto others as they would like done unto them.

People are different. We need to understand those differences and act in a way that maximizes the value of the differences. When we "do unto others as we would have them do unto us," we are saying everyone should be treated in the same way we want to be. This assumes and values only similarities. Since there is difference between the genders and difference among individuals, treating people "as they want to be treated" respects differences as well as similarities.

When frustration is decreased and issues resolved, different strengths add value to what people have in common. The added value to Royal Bank comes from the utilization of a broader range of ideas and competencies.

Why close the Gender Gap?

Because not only is it the right thing to do, it's also good for business.



Different Voices from Different Worlds

With few exceptions, gender issues in today's workplace can be traced to the different ways men and women perceive the world. When women and men perceive the world differently, they think, talk, make decisions, and take action differently. These different styles and approaches are to a large extent caused by the different social influences exerted on men and women as they are growing up.

Because most organizations have been established by men and are directed primarily by men, the prevailing organizational culture is more in alignment with most men's styles and approaches, rather than with most women's styles and approaches.

By understanding the different perceptions and behaviors of women and men and how they can cause misunderstandings, we can:

- develop and coach desired behavior.
- resolve gender issues.
- contribute value to Royal Bank.

The chart on the following pages, Different Voices from Different Worlds, provides guidelines for understanding traditional differences between men's and women's cultures and perceptions. These differences provide a context for the behaviors that are to be discussed here. Increasingly people are becoming "bilingual." That is, they are versed in and draw on both men's and women's world views. When we understand these differences we can have extra insight into what must be done to close the Gender Gap.

Different Voices from Different Worlds*

This chart summarizes cultural root causes of behaviors of many men and many women.

Men, the Transactors World View: Individual

PERCEIVES, THINKS, AND SPEAKS:

- Independence
- Competition
- Hierarchy
- Rules/rights
- Regards events as isolated and discrete
- Information is power, share as needed
- Goal orientation

LANGUAGE OF EMOTION:

- OK to express anger, aggression, and rage
- Not OK to express tears, confusion, fear, pain, tenderness, and sadness
- Works through by problem-solving, alone

VIEWS JOB PERFORMANCE AS:

- Series of transactions with others in which they exchange rewards for services rendered or administer punishment for inadequate performers
- Action based on highest priority

POWER COMES FROM:

- Organizational position
- Formal authority

GREATEST FEAR:

- Being shown to be incompetent

USES LANGUAGE TO:

- Report on events
- Negotiate: who wins, who loses
- Problem solve

Women, the Transformers World View: Relational

PERCEIVES, THINKS, AND SPEAKS:

- Interdependence
- Relationship
- Network/connection
- Flexible guidelines/responsibility
- Consider actions within a context, linking one to the next
- Information empowers people, sharing creates new information
- Process orientation

LANGUAGE OF EMOTION:

- OK to express tears, confusion, fear, pain, tenderness, and sadness
- Not OK to express anger, aggression, and rage
- Works through by communicating, talking it out with others

VIEWS JOB PERFORMANCE AS:

- Getting others to transform their own self-interests into the interest of the group through concern for broader goal
- "Systems thinking," looking at context and including all factors before taking action

POWER ASCRIBED TO PERSONAL CHARACTERISTICS LIKE

- Charisma
- Interpersonal skills
- Hard work
- Personal contacts

GREATEST FEAR:

- Isolation

USES LANGUAGE TO:

- Establish rapport
- Negotiate: making connection
- Expand & understand relationship of all things to come to a solution

A word of caution: Use these as guidelines rather than as rules or stereotypes, since not all men or women adhere to these world views.

*The information for this chart has been taken from research by experts in linguistics, anthropology, sociology, and business.

What we can do

By building upon the foundation of management criteria already established by Royal Bank, such as the Code of Conduct and Moving Ahead Together principles, the following strategies expand our repertoire of effective practices.

1

EFFECT REAL CHANGE REGARDING GENDER ISSUES.

2

GAIN ADDED VALUE FROM DIFFERENCES.

3

FOSTER DIALOGUE TO CLOSE THE GENDER GAP.



EFFECT REAL CHANGE REGARDING GENDER ISSUES

Learn what's right and good for the bank and ...Just do it!

“We did not give you that promotion because we tried to protect you. The clients would not have accepted a woman manager.”

“We decided to let HIM do this project, since you are pregnant. She responded. ‘My brain is still functioning.’”

“Work and family is viewed as yet another female accommodation – and lower level at that.”

“That male opted for paternity leave; there goes his career.”

“Women are expected to take notes/minutes of meetings.”

SUPPORT **Work♦Family♦Life** POLICIES THROUGH YOUR ACTIONS.

- If you feel comfortable and genuine doing so, tell others about your personal commitment to responsibilities and interests outside work. Let others know that you, too, “have a life” and that, you, too, struggle to balance work, family, and life interests.
- Encourage men to use flexible work options such as, part-time, flex-time, and paternity leave. Prepare to counter negative comments if others question a man’s commitment to the bank and to his career.
- Whenever possible schedule work-related activities, such as meetings and training, during regular work hours, not during hours that could impact on personal time.
- Confront and correct those who express assumptions about a single parent’s inability to work overtime, attend an evening meeting, or participate in a social event. If not challenged, these assumptions may result in actions that prevent single parents from gaining information that could advance their career.
- Say yes as often as possible to requests for flexible hours, part-time work, and work-at-home days.

END THE GENDER-ASSUMPTION GAME.

- Do not assume that women have the primary responsibility for child, home, or eldercare. Make it comfortable for men, as well as women, to request special accommodation when needed because of family responsibilities.
- When someone assumes a man may not be mobile because his wife has a demanding job and is prominent in the community, ask that person to question their assumption.
- If an employee is caring for a parent or is pregnant, do not assume they are not interested in or that it is “not the right time” to make a promotion decision. If they are qualified for a promotion, offer the position.

Assumptions about a person’s behavior, motives, or competence are often unfair and inaccurate. The bank’s goal is to use the talents of all people. Making assumptions may cause both the individual and the bank to miss an opportunity.

Make it safe for women and men to benefit from the **Work♦Family♦Life** policies the bank has in place. Taking advantage of these opportunities has the potential to increase their career opportunities and reduce stress.

DEFEAT THE RUMOR MILL.

→ Act before you hear comments like, "She just got this job because she's a woman," or "there they go appointing another man for the job." Emphasize skills, experience, and abilities when introducing new appointees to co-workers.

To counter the negative aspect of rumor mills, which is displayed when people operate without adequate information, offer valid information about an individual's abilities and qualifications. Factual information includes people more proactively in a change process, thereby reducing the stress of dealing with change. Reducing stress in turn reduces reliance on the negative aspect of the rumor mill.

SPREAD THE WORD ABOUT THE BANK'S COMMITMENT TO CLOSE THE GENDER GAP

Take advantage of every opportunity when communicating with customers, shareholders, suppliers, and others.

→ When customers say they prefer to deal with a man (or a woman), say that the bank will provide a person who is qualified by ability, not by gender. Then describe the person's skills and abilities. Reinforce our decision by emphasizing the bank's confidence in its employees and its commitment to gender equity.

→ Mention the bank's commitment in speeches, professional meetings external to the bank, and in other gatherings.

Emphasizing skills, experience, and ability gives the customer the opportunity to focus on the service they need, rather than the gender of the employee. By displaying confidence in its employees and commitment to support closing the gender gap, the bank builds morale and creates a positive, professional image.

DON'T SAY, "GIRL!" INITIATE NEW PROTOCOL AND NEW LANGUAGE APPROPRIATE FOR PROFESSIONAL RELATIONSHIPS AND PROFESSIONAL SOCIAL SETTINGS.

→ Use gender-neutral and gender-inclusive terms such as "she or he" or "he/she" or "they" instead of the generic "he."

→ Rotate support tasks among all your colleagues when no one is designated to handle tasks according to job description. Rotate assignments of such tasks as taking notes, distributing materials, making copies, "social programming" handling technical equipment.

→ Introduce people equitably by signifying professional status. Introduce "John Smith" and "Susan Jones," never "Mr. Smith" and "Susan." If you use the title of one, such as Account Manager, use titles for everyone.

→ Avoid gender-related terms that many people consider demeaning or sexist, such as girl, dear, skirt, suit, honey, ladies, guys or chauvinist.

→ While sports and military metaphors are common in business, use a mix of topics and metaphors both in business and professional social settings. Whether the metaphor is understood or not, being constantly "in the trenches" or "fighting in the corners" is not motivating to people who compete by building relationships rather than by fighting.

Given the many changes in professional roles of women and men, it is important to set new standards that respect and include everyone. While some language may have been acceptable in the past, such as the use of "girl" implying a woman are "forever young and innocent," the term "girl" also implies immature and unknowledgeable - not something a professional wants implied.



GAIN ADDED VALUE FROM DIFFERENCES

Profit from the synergy of ideas and aligned purposes of different perspectives and different people.

- “People use humor in a very negative/destructive way when dealing with gender, and they think it’s OK; they are only kidding.”*
- “Human nature is to bond and promote others who are reflections of themselves. They will mentor somebody who will eventually mirror them.”*
- “Senior management staffings are the responsibility of a small predominantly male group. No hard data is referred to – often ‘gut’ or opinion rules.”*
- “Small things discriminate, too. Inappropriate jokes, crude language, exclusion from some social and sports events, use of first names without permission, etc.”*

M A N A G E R S

STRIVE TO INCLUDE AND SOLICIT THE VIEWS OF BOTH MEN AND WOMEN.

- To assist with key financial, human resources, and marketing decisions, use a focus group to involve both genders as a resource for executive decision-making until such time as both genders are represented more equitably in executive positions.
- Go around the table in a meeting and ask everyone to voice their perspectives or ask for opinions from those who have not yet volunteered.
- When staffing, make an extra effort to ensure that lists of candidates include both women and men.

Different rationales are often brought to any decision when there are people of different gender perspectives. Creation of new ideas through the utilization of all perspectives is the ultimate goal.

OBSERVE COMPETENCE THROUGH A GENDER LENS.

When you observe competence through a gender lens, you consider the fact that most women and men have different perspectives. These lead to different approaches or styles. One style or approach is not necessarily more or less valid than another. Strive to look at someone's competence without a gender bias. Focus on the strength of the different contribution.

- A woman who makes numerous suggestions about quality of service and customer focus may be perceived as complaining. Rather than dismiss her concerns as emotional or excessive, consider that she may be demonstrating "continuous process improvement."
- A man who makes quick decisions without taking the people factor into consideration may be perceived as too short-term, bottom-line focused. Rather than judge him to be one-dimensional and uncaring, consider that he may be identifying the most important factor and taking direct action.

The different perceptions can create misunderstandings of competence. When both men and women recognize that there are two valid perspectives, they can resolve misunderstandings, create better solutions than are offered by either perspective alone, and promote people who have competencies that may appear different from their own.

Many women see the world from a culture of building relationships among people and managing all factors related to a given situation. They see success looking at the context and weighing all factors (including the people factor) before taking action. From this perspective, a man who takes immediate action based on just one factor is seen as missing the important dynamics of the situation that will affect long-term results. To a woman, the Big Picture often includes the health of relationships and the organization as a whole.

Many men see the world from a culture of independence and competition where people act autonomously. They see success as taking immediate action based on the most central factor in a particular situation. From this perspective, a woman who makes numerous suggestions is seen as not being able to focus on what is important, unable to make a decision, and delaying action. To many men, the Big Picture is often what most directly impacts the bottom line.

Both perspectives are valuable to business strategies and need to be "put into perspective" in order to be fully utilized, valued and promoted.

ENCOURAGE WOMEN AND MEN TO TRY BEHAVIOR MORE TYPICAL OF THE OTHER GENDER'S CULTURE

- Encourage men in new risk-taking behavior by encouraging them to use the benefits of the bank's **Work♦Family♦Life** programs.

Often independence and competitiveness cause men to act like lone heroes or not act for change at all. They don't usually initiate consensus among themselves on making change happen – especially a change in expectation of a traditional gender role. Research has shown when men agree together to act differently, risk is minimized, and they benefit accordingly.

- Encourage women in new risk-taking behavior by encouraging them to take on a project for which they have little previous experience.

Often women appear self-assured and promote themselves only if they have already had experience. They may reveal what they don't know in order to learn, while men don't reveal what they don't know so as to appear knowledgeable. Research has found that women are often offered new jobs based only on what they have done, while men are often moved for their potential, or for what they might do. This finding stems from the perspective and behavior pattern of women themselves, and the way women are perceived by men who have different expectations of behavior.

3

FOSTER DIALOGUE TO CLOSE THE GENDER GAP

Model ongoing learning, create a safe environment to learn from mistakes, invite dialogue.

“Old boy’s network - a lot of important information is communicated informally between men - women not included.”

“The term ‘token male’ is as disturbing as ‘token female.’”

“Gender issues are really people issues. We need education on both sides.”

“Women should be involved in more project, task forces, and committees.”

“Women are afraid to discuss gender issues because they will not be considered a team player.”

“Not all men are afraid of equality, but many hesitate to say so in a group of male peers.”

“People try to put me in the Old Boy’s Club, but I recognize family needs.”

“Visible promotion/advancement of those being ‘unofficially mentored,’ i.e., many senior males who take junior men under their wings.”

ACKNOWLEDGE AND MENTOR WOMEN AND MEN EQUALLY – BOTH FORMALLY AND INFORMALLY.

→ Publicly acknowledge each person who makes a presentation in a meeting. Those who are not acknowledged notice the informal “slaps on the back” others receive for a job well done.

→ Underscore or reinforce someone who speaks who normally does not. Likewise underscore or reinforce someone who has an idea that is innovative or different from the norm of the group.

Research has shown that men often acknowledge women privately but not in front of others, particularly in front of other men. This diminishes the visibility of the woman who is not publicly acknowledged and potentially diminishes her opportunity for promotion.

If no acknowledgment is given a woman when it is the norm between men, a woman often assumes her work is less than satisfactory. Men usually blame unsatisfactory work on circumstances external to themselves. Women usually blame themselves. Give appropriate critical feedback as well as the acknowledgment.

Look for the value in different ways of thinking. It’s motivating and esteeming to most people when their idea is acknowledged. Raise questions without demanding proof, which is perceived as putting the idea and the person down.

Confidence does not equal competence. Because someone is not outspoken in their opinion does not mean that the content isn’t valid and that, therefore, the person is not competent. Collaborative people keep their opinions open to suggestions from others in a customer-focused orientation.

→ Be sure you are mentoring both men and women and providing both with equal access to information, challenging assignments, and difficult projects.

Research shows that when mentoring is viewed as "sponsorship," men tend to be more comfortable mentoring men and that women tend to be more comfortable mentoring women.

Men often view developing people as promoting them. They are taking action within the structure of hierarchy that gives another more power. Women often view developing people as teaching them skills, giving them opportunity to take on new tasks, and sharing information.

If you have viewed mentoring as sponsoring, learn more about facilitated mentoring, which focuses on helping others develop skills and expertise. If your focus has been on developing skills, seek out opportunities to promote people you have developed.

LEARN MORE ABOUT GENDER ISSUES AND ASK FOR FEEDBACK ON YOUR ACTIONS.

- Discuss anything you've learned about gender issues – such as reading this booklet - and ask your co-workers or supervisor to give you feedback if they observe you displaying behavior that may indicate a gender bias.
- Ask "What are the specific behaviors you see me doing that are perceived as being part of the Old Boys Club or that signify bias among women regarding men?" Accept and learn from the feedback. Follow up later with, "I want to tell you what I'm doing that promotes closing the Gender Gap." Ask them to suggest ways that others would recognize what is being done for women and for men that closes the Gender Gap.

To encourage open, honest dialogue and action that will close the Gender Gap, be specific regarding perceptions and behaviors.

ENCOURAGE OPEN DIALOGUE ON GENDER ISSUES.

- Discuss some of the suggestions in this booklet at staff meetings.
- After participating in bank training or attending a cultural event, share your learnings with others.
- Recognize people who practice gender equity.
- If an incident occurs that may indicate stereotyping or something that was adverse to one gender, raise it as an example to learn from.

Dispel the perception of an Old Boy's Club by rectifying bias on both sides. Many women glean information from the environment and see "writing on the wall" that conveys disparate treatment. Men are often more focused on the action taking place. They disregard what messages might be sent unintentionally. Talking about what each perceives and does, creates an environment in which gender differences and issues can be discussed and appropriate alternative behaviors found.

HALT SEXUAL HARASSMENT.

- If what you can or cannot do according to the law, bank policy, and desired practice is still unclear to you, check with your human resources representative.
- If you think you've made a mistake in your behavior, apologize and check to see if you have been offensive.
- Understand that sexual harassment and inequitable treatment are different concerns. Calling inequitable treatment "sexual harassment" can unnecessarily polarize people and an organization. An inaccurate accusation undermines promotion of examining what happened, learning and changing inequitable or disparate treatment. Inequitable means unfair-not harassment. The behaviors mentioned in this booklet cover day-to-day relationships that help maximize talent and productivity-guidelines about equity, not sexual harassment.
- If you see or hear of someone who may either have been harassed or has harassed someone, point out the behavior and try to ensure that person receives coaching.

Ending sexual harassment helps create a work environment where stress is reduced, people can enjoy interacting with their colleagues and focus on their work.

RESIGN FROM THE "OLD BOYS CLUB."

The "Old Boys Club" is an uncomplimentary phrase that (quoting from literature) "refers to an exclusive fraternizing of men with men that:

- Reinforces a 'culture' of men without women's perspective
- Provides information about business from which women are excluded
- Builds friendships and contacts who become prime candidates for assignments and promotions
- Condone behavior which devalues women
- Exudes a camaraderie that allows very few people in - especially women."

Some men are proud to be members. Others are embarrassed to be members. Many men unknowingly are members - but not all men are members. In truth, women and young men may also be members if they exhibit exclusionary attitudes.

Concern exists that traditional views of gender-based roles and belief in an Old Boy's Club either demoralize women who can't break in or otherwise present barriers to their advancement. And men who aren't members may resent others' assumptions that just because they are men, they must belong to "the Club." If they aren't members, they, too, feel excluded.

When people feel excluded, they tend to withdraw and may not receive information that allows them to work to their full potential.

You can resign from the Old Boys Club by practicing - and modeling for others - all the behaviors in this booklet.



Together, we can . . . Make the Differences Work



Where to get more information

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