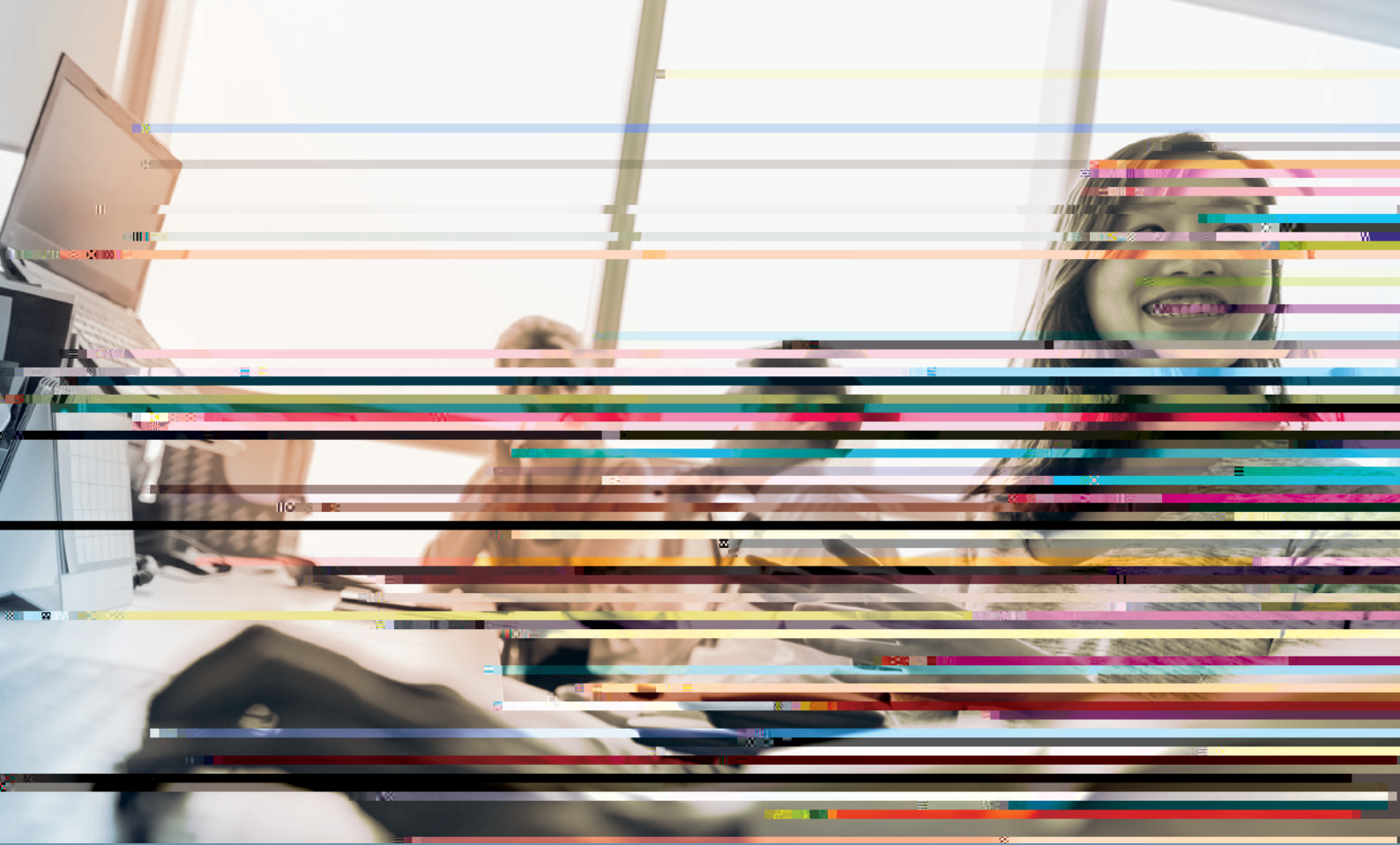




Collaborating with men

Murray Edw

President, Murray Edwards College (formerly New Hall),
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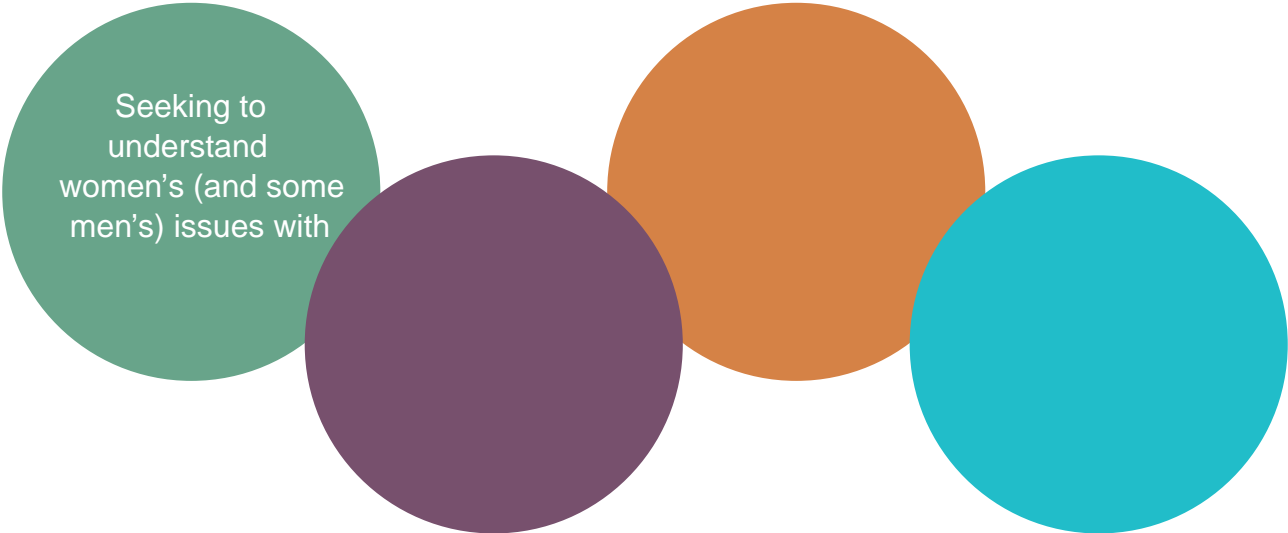


In every workplace,
in every sector

Increasing the numbers
of women means engaging
men to make workplace
culture more inclusive

Key ways to transform workplace culture

This report focuses on interventions that have attracted the most interest in the many organisations to whom the research has been presented. It contains more detailed explanation of how to make these popular



Get unconscious
bias into the open

Just ask how gender
is affecting your
career progress

Understanding workplace culture problems: Just ask

The nature and the severity of work-culture problems will be unique. A programme to remedy these problems are the real priority – and then a later assessment to check on the effectiveness of any remedies trialled. that workplace culture problems are

obscured by unconscious bias. Women, as well as men, do not easily recognise the problems – particularly biases that accumulate over time.

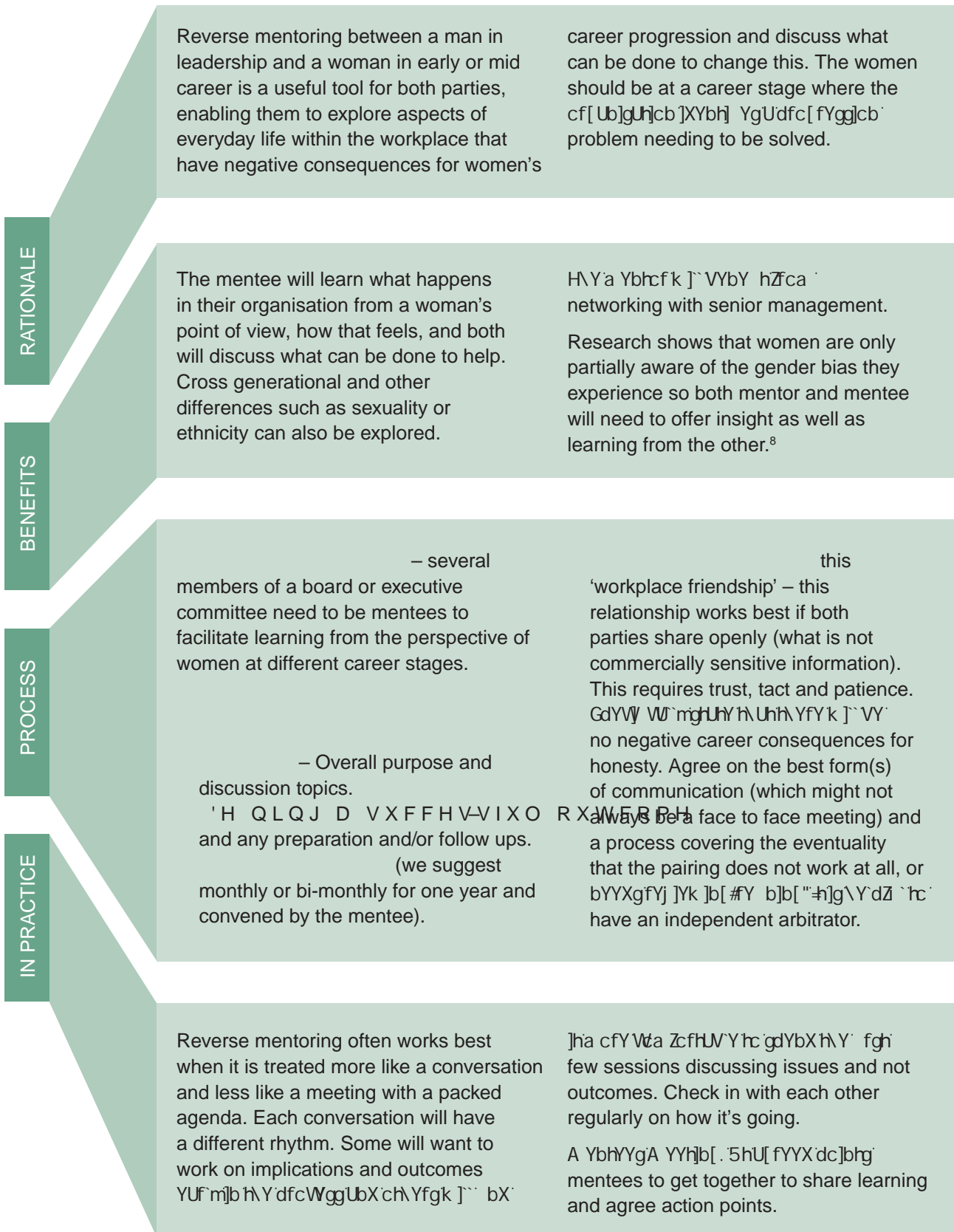
We therefore deliberately recommend an approach that prompts awareness of the issues.

NB: It is vital to communicate the CEO's commitment to the process.

The six main workplace culture problem areas, as

Women being interrupted or their ideas

Understanding workplace culture problems: Reverse mentoring



The gender power of reverse mentoring

A woman from middle
management mentoring a
senior man reveals issues
and provides a platform
for better outcomes

Ensuring
women are heard

Sensitive ways to
amplify points made by
women in meetings



Individual interventions: Better chairing of meetings

RATIONALE

These ideas help to tackle the problems previously described about women being interrupted or not heard – as well as

There was a strong call in the research for training in how to run a meeting effectively. This is unsurprising given that

research shows that professionals attend an average of 60 meetings per month and think that between 30-50% of the time they spend in meetings is wasted?

The following are interventions that research participants told us work for them.

IN PRACTICE³

Think about whether it is possible to change the time of day or day of the week when a meeting is held school pick up or drop off time and maximises the opportunity for those working part-time to attend.

Ask a woman to chair an agenda comment upon and rotate the overall chairing responsibilities to a woman, where possible.

Address in private those whose behaviour in meetings excludes or offends others.

Welcome and make everyone feel comfortable.
Clearly explain the purpose of the question. Other women are then more likely to speak out.

Stop the dominant by using techniques such as repeating verbatim their main point so they feel acknowledged and then explicitly inviting others to contribute or 'I'll come to you later' (and do so). Make sure everyone has their say - scan the room and invite others to contribute by eye contact whilst saying, 'who else would like to make their point/ask a question'. Consciously intervene when people have been interrupted and invite

Think different

Challenge and
widen the way merit and

O H D G H U V K L S L V G H

Building closer relationships: Ideas to facilitate more mixed gender networking

RATIONALE

'Collaborating with Men' reveals that men and women tend to have a different approach to networking and men and women's strongest networks are with their own gender.

Gender issues tend to be thought of as an issue only for the 'women's network', which is one reason why men are unaware of many of the career barriers women face as a result of their gender.

IN PRACTICE

Make an effort to extend your networks to more women so you can advertise opportunities more widely (for example join women's network groups on LinkedIn, ask women's networks to recommend candidates). Ask why fewer men than women have applied for a job in your team, set back the deadline until more are found.

Research from organisations such as Timewise⁵ shows that UXj Yfh]g]b[' YI]V]]m]b'a UbU[Yf]U' ^cVg]g] [b] WbhmYI dUbXgth YHJYbhi dcc`y UbXhUh' YI]V]]m]g'dcg]hj Y'm associated with commitment to the organisation.¹⁶ The clear implication]g]c WU`Yb[Yk \Uh_]bX'cZ YI]V]]m] can be offered.

Recognise that women are often reticent about applying for a promotion unless they meet almost all of the advertised criteria and encourage them to do so.¹⁷

Actively support the plan in many workplaces to extend gender equality networks to all inequalities and genders.

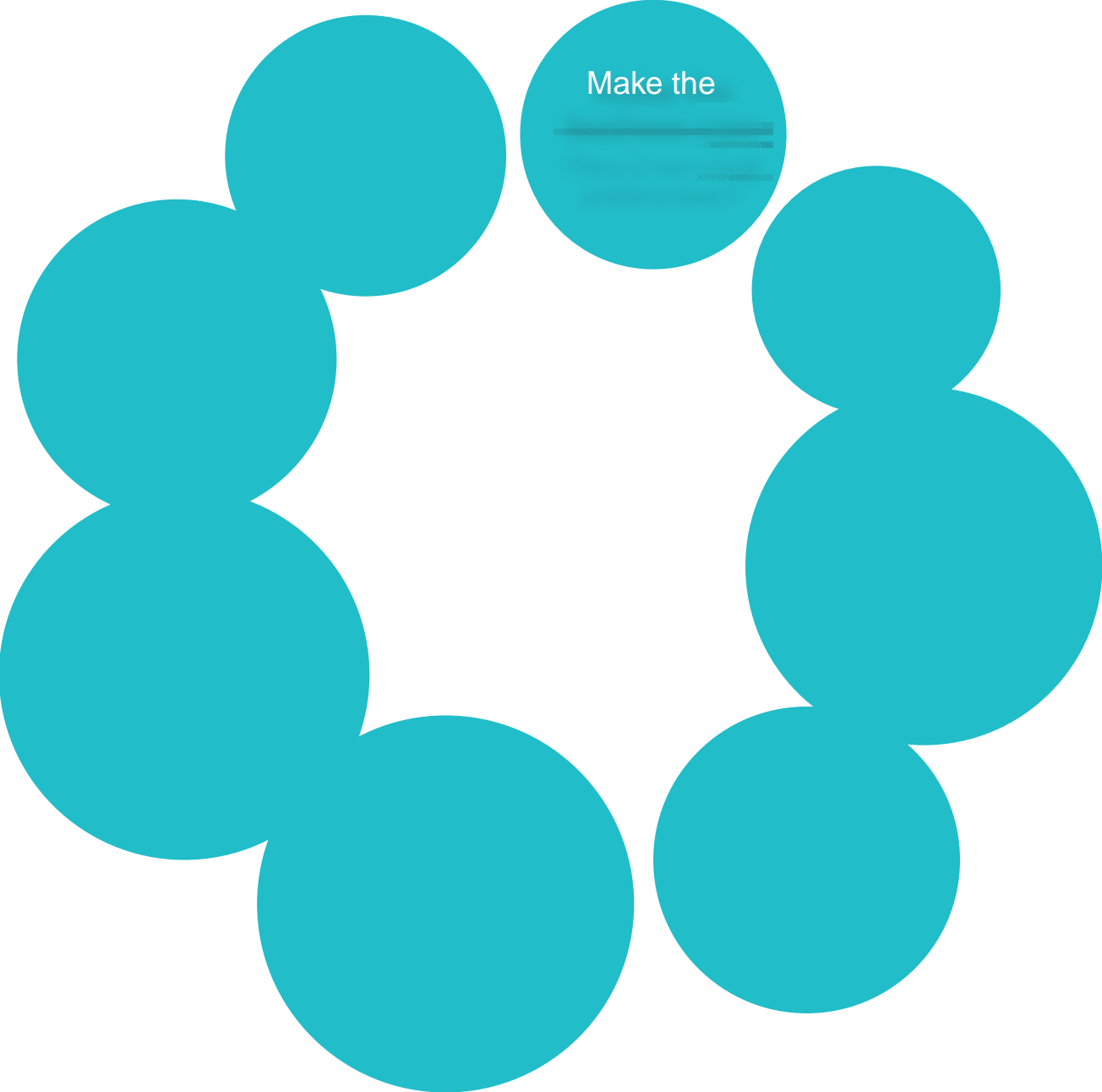
Organise peer co-mentoring and skill swaps in mixed gender pairs. For example, interview practice, CV development, introduction to new software.

Set everyone in the team the task of meeting someone new of another gender for coffee, say, once a month to discuss a topic of relevance to the team or just to chat.

Mixed gender teams to organise work social activities that create shared experiences, and think about the time and location of these events to maximise the chance of a broad group of people being willing and able to attend.

Ban eating at your desk and create social spaces for lunch breaks.

Action for leaders



Supporters of our research

We have presented within over 25 organisations from the private and public sectors and, presented on public platforms to dozens more. Many organisations, like those quoted here, are interested in and acting upon the ways individuals can change and mould the culture in their workplaces to be more inclusive.

Organisations supporting this research and its practical solutions include Aviva, the Royal Mail, 7 Ua Vf]X[Y 5ggYggg Ybhžh\Y< ca YCZ Wž667` Wales and Marshall Aerospace and Defence Group.

Like many of the other men who participated, I was surprised at just how many women still feel that workplace culture is an issue. Men should at least meet women half way and change their own behaviours.
Simon Carpenter, Head of Delivery Product Deployment, Royal Mail

The '5 key ways to transform workplace culture' provides a strategic understanding of workplace culture, whilst promoting tangible and tactical suggestions for improvement. The key insights from Murray Edwards' research has helped us to develop an approach based on staff insight from all levels of the organisation, with steps to improve the workplace culture for all based on sound qualitative and quantitative evidence.
Jason Ghaboos, Deputy Director,
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An invitation to get involved

We invite you to join these companies and try out some of the solutions contained in this report. Jill Armstrong, Researcher and Bye-Fellow at Murray Edwards College can help in establishing what actions may work best in your workplace and in monitoring the effect of the trials.

Jill will be delighted to hear from you.

Contact Louise Ovens, PA to the President,
Murray Edwards College, University of Cambridge

Hard copies of this report and 'Collaborating with Men' are available from Louise Ovens. Alternatively, both are available for download

