

INSTITUTE FOR GENDER AND THE ECONOMY

INDUSTRY PARTNER WORKSHOP

FEBRUARY 27, 2020

How we're changing the conversation

The Institute for Gender and the Economy (GATE) at the Rotman School of Management promotes an understanding of gender inequalities and how they can be remedied-by people of all genders-in the world of business and, more broadly, in the economy.

At GATE, we use rigorous academic research produced by our [research fellows](#) and [research grantees](#), as well as knowledge translation through our events and digital resources, to change the conversation on gender equality.



Why we need you

Changing the conversation on gender equality requires the whole community, and we believe that our industry partners are central to that community.

Let's continue working together to create, lead, and manage change.

More specifically, we need you because:

- Great academic research needs access to internal, organizational data.
- Innovative companies are fantastic testing grounds for new research insights.
- Businesses are experimental and move quickly, and are thus an integral part of finding innovative solutions to gender-related issues.

KEY INSIGHTS FROM OUR INDUSTRY PARTNER WORKSHOP

Work design and flexible work

- Qualitative interviews in an IT company show that work design has an impact on employees' use of flexible work arrangements.
- "Agile" work design is meant to increase efficiency and remove hierarchy, but can lead employees to work onsite rather than remotely. This is because this type of work design can make individual needs subordinate to team needs.
- The move to agile work design may especially affect women, who often use flex arrangements to manage childcare needs.
- Work culture must facilitate the use of flex work policies. For example, organizations can commit to holding meetings online, so remote employees are equal participants. Senior management can also demonstrate their support for flex arrangements, by incorporating it into their own schedule, and "leaving loudly".

Gender and team leadership



- Research suggests that women cope more effectively than men when working with teams under stress.
- On teams with hidden goals, where no member of the team has full insight into what the team's goal is, stress increases. These teams tend to select women as their leaders rather than men, when compared to teams with clear goals.
- Considering management of team stress as an aspect of good leadership may be important to increase women's participation in leadership.

Gender bias in evaluations

During the workshop, we conducted a brainstorming activity and asked attendees: "What are your biggest challenges designing products, services and processes to serve diverse employees and/or customers and clients?" Attendees then offered ideas on tackling these challenges. For example:

How can we best coach financial advisors to get away from a boys' club mentality?

- Hire more diverse advisors, and create incentive mechanisms for them to promote inclusivity.

How can we get men involved in the conversation about bias in products and services?

- Highlight the shared value of pursuing diversity and inclusion initiatives, and provide accessible resources to guide conversations.

How can we fix the lack of collaboration between diversity and inclusion units and business units?

- Shift dialogue and practices to embed diversity and inclusion goals into core business objectives.

RESOURCES FOR YOU

Beyond the key insights shared during our industry partner workshops, we want to make sure you have access to all of our cutting-edge research and insights for managers. We've created various types of online resources for you to access and use. A few are highlighted below!

Policy briefs

Our policy briefs analyze various policy issues related to gender and the economy. We use recent research to show practitioners and policymakers how to better integrate equity, diversity, and inclusion into workplaces and across society. We've covered a range of different topics, from protections for transgender and gender-nonconforming people, to increasing supplier diversity in Canada.

[View all of our policy briefs.](#)

Research briefs

We have published over 40 research briefs that synthesize key research papers on issues related to gender and the economy, these titles include; ["Do women in tech work experience a 'glass escalator'?"](#); ["How black job seekers are disadvantaged in network-based job searches"](#); ["The mixed effects of online diversity training"](#); ["Why employees with families may be more absorbed at work"](#); and many more. At the end of each brief, we also provide an "Implications" section that provides actionable steps for managers and HR personnel in your organization.

[View all of our research briefs.](#)

Explainers

We've curated a collection of resources (e.g., research briefs, videos, articles, etc.) on some of the most contentious topics in the gender space, such as; bias and stereotypes, entrepreneurship, masculinity, work-life balance, and quotas, in order to help you change the conversation on gender equality by equipping you with key facts and research. We will continue making these explainers in the coming year, and welcome any suggestions on what topic to cover next!

[View all of our explainers.](#)

In addition to the resources listed above, there is more on our website that can help you gain insights in order to have conversations within your organization and encourage change. [Learn more here.](#)

Our monthly newsletter will help you stay up-to-date on all of our research, insights, and activities. If you haven't already, [sign up today!](#)