

# **Asking for More: Gender Equality in Peace Building and the Workplace**

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**Columbia Law School Mediation Clinic**

# Welcome and Introductions

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# Goals

- Recognize barriers that currently prevent women from fully participating in the process
- Understand the importance of including women in all facets of peacebuilding, conflict resolution, and the workplace
- Identify potential strategies that can be leveraged and applied going forward



# Gender Identity



# Gender Identity: Taking an Expansive View

- Not everyone neatly fits into the categories of “man/women” or “male/female”
  - Non-binary people can identify as both male and female or neither
  - Gender is fluid and can change over time
  - Other terms: non-binary, genderqueer, agender, bigender
- Non-binary and transgender people experience workplace discrimination and prejudice

# Supporting Gender Inclusivity through Language

- Use their preferred name and pronoun
- Using inclusive language
  - Instead of “ladies and gentlemen,” try “folks” or “everyone”
  - Use words that define the relationship instead of the relationship and gender
- Don't make assumptions about their identity based off their appearance



# Icebreaker



# Icebreaker

**What are the barriers that hinder full gender equity in negotiation, peace building and/or conflict resolution?**

To answer, please type your responses in the chat.



# Structural Barriers



# The Pervasiveness of Gender Bias

- **United Nations Development Programme:**
  - **2020 Gender Social Norms Index**
    - This index measures how social beliefs obstruct gender equality in areas like politics, work, and education.
    - UNDP collected data from:
      - **75** countries
      - Covering **80%** of the world's population



# The Pervasiveness of Gender Bias

## Definition of bias for the indicators of the multidimensional gender social norms index

Dimension	Indicator	Choices	Bias definition
Political	Men make better political leaders than women do	Strongly agree, agree, disagree, strongly disagree	Strongly agree and agree
	Women have the same rights as men	1, not essential, to 10, essential	Intermediate form: 1–7
Educational	University is more important for a man than for a woman	Strongly agree, agree, disagree, strongly disagree	Strongly agree and agree
Economic	Men should have more right to a job than women	Strongly agree, agree, disagree, strongly disagree	Strongly agree and agree
	Men make better business executives than women do	Agree, neither, disagree	Agree
Physical integrity	Proxy for intimate partner violence	1, never, to 10, always	Strongest form: 2–10
	Proxy for reproductive rights	1, never, to 10, always	Weakest form: 1

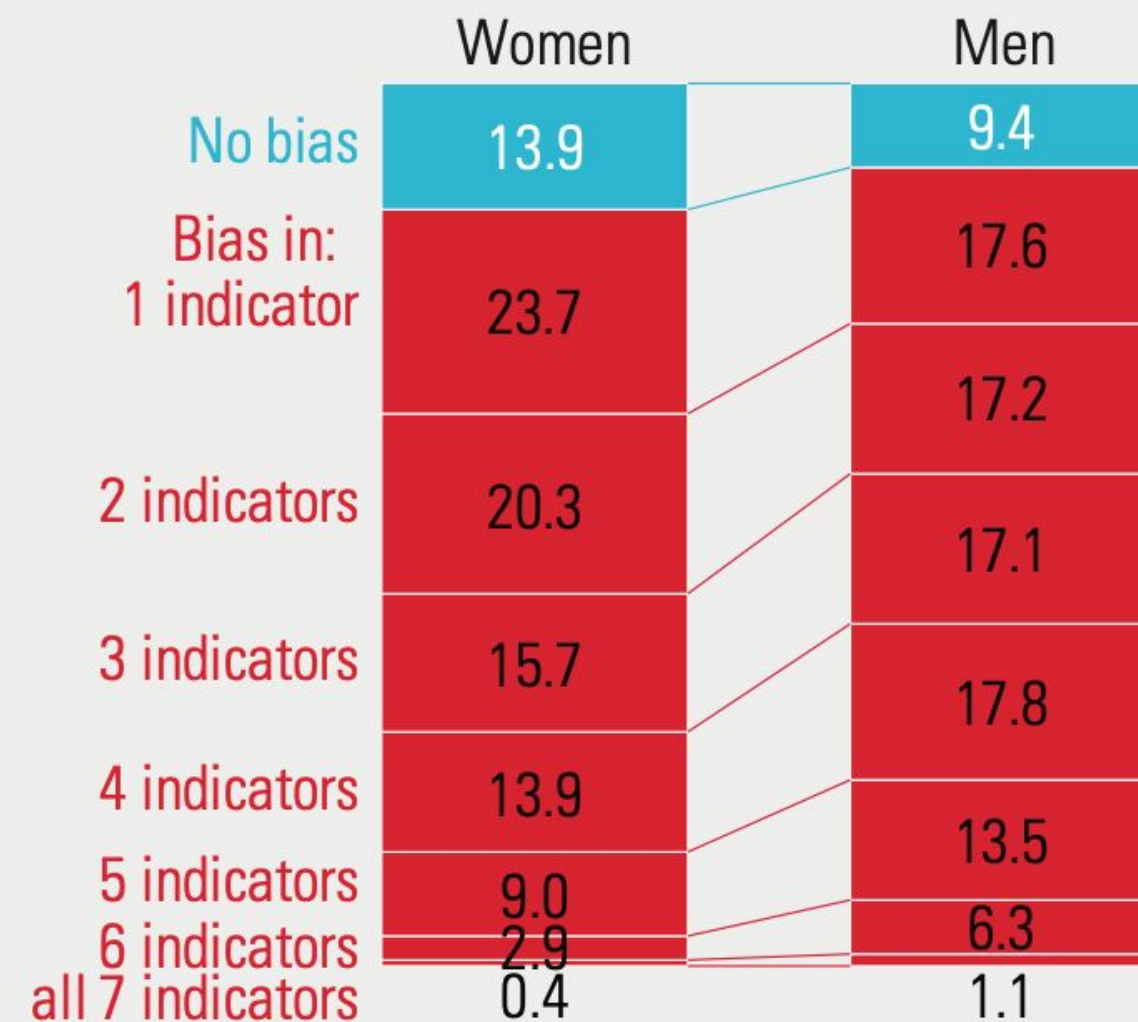
Source: Mukhopadhyay, Rivera and Tapia 2019.



# The Pervasiveness of Gender Bias

**Only 14 percent of women and 10 percent of men worldwide have no gender social norms biases**

Percent of surveyed population responding with biases towards gender equality and women's empowerment



**Note:** Based on 75 countries and territories with data from wave 5 or 6 of the World Values Survey, accounting for 81 percent of the global population.

**Source:** Mukhopadhyay, Rivera and Tapia (2019), based on data from the World Values Survey.



# The Pervasiveness of Gender Bias

- **United Nations Development Programme:**
  - **Gender Social Norms Index**
    - **Key Findings:**
      - ~**90%** of men and women hold some sort of bias against women
      - **50%** of men and women believe that men make better political leaders
      - **40%** of men and women believe that men make better business leaders
    - **The “Power Gap”**
      - **24%** of parliamentary seats are held by women worldwide
      - **10** female heads of government (out of a possible 193)
      - **6%** of women are CEOs in the S&P 500



# The Pervasiveness of Transgender Bias

- **National Center for Transgender Equality + National Gay & Lesbian Task Force:**
  - **National Transgender Discrimination Survey**
    - **Sample: 6,450** transgender and gender non-conforming participants in the U.S.
    - **Key Findings:**
      - **90%** reported experiencing harassment, mistreatment, or discrimination on the job or took actions to avoid it
      - **47%** said they had experienced an adverse job outcome (e.g., being fired, not hired, or denied a promotion)
      - **26%** said they had lost a job due to being transgender or gender non-conforming
      - **50%** experienced harassment for being transgender or gender non-conforming



# **Women in Negotiation**



# Economic Theory of Inclusion

- **The Economic Argument:** include women in negotiations because negotiations that involve women are more likely to result in better and longer-lasting agreements.





# Economic Theory of Inclusion

- One study showed that when women's groups were able to strongly influence a peace negotiation, the parties almost always reached an agreement.
- When women are included in the negotiation process there is a:
  - 20% increase in the probability that a peace agreement will last 2 years,
  - 35% increase in the probability that a peace agreement will last 15 years.



# Economic Theory of Inclusion

## Benefits

- Serves as a strong incentive for including women
- Encourages those in power to see value in women's contributions and perspectives

## Costs

- Creates more pressure to perform than for men in the same position
- Reinforces stereotypes and does not address biases
- Values women for “beneficial” characteristics and not for their intrinsic worth



# Social Theory of Inclusion

- **The Social Model:** include women in negotiations because gender inclusivity is an important goal in and of itself.





# Social Theory of Inclusion

## Benefits

- Recognizes that women are intrinsically valuable
- Sends a clear message to the broader community that women are valued
- Empowers women to fully participate in negotiation processes

## Costs

- Not as effective at incentivizing gender inclusivity



# Recent Statistics

- All UN mediation support teams have included women since 2012.
- As of 2019, peace agreements with gender equality provisions increased to 22% (up from 14% in 1995).
- Women at the Table (Average from 1992 – 2019):
  - Negotiators: **13%**
  - Mediators: **6%**
  - Signatories of Major Peace Processes: **6%**



# **But still more to be done!**

“Without radical action over the next decade to integrate women into all aspects of peace, we risk a continuous state of insecurity, heightened instability and prolonged conflicts.”

– UN Women (October 2020 Press Release)



# **Women and Self-Advocacy**



# Differences in How Women Self Advocate

- Differences are attributable to **communication styles** and **gender bias**
  - Women frequently say “we” when describing something they have personally done while men often use “I” for something they have not personally done.
  - Women often presume they cannot speak up without knowing every detail.
  - Women speak in ways that “save the face” of others
  - Women are more likely to be hesitant to promote their work





# Claiming Expertise: Mastering Confidence in Yourself

- **The Problem:** reluctance to claim expertise can make women come across as cautious and doubtful, reducing or canceling out strengths.
- **Real example:** A presenter asked a group whether anyone had expertise in breastfeeding. A man raised his hand. He had watched his wife for three months. The women in the crowd, mothers among them, didn't come forward as experts.
- **Real study:** The Gender Gap in Self-Promotion





# Claiming Credit: Mastering Self-Assessments at Work

When women know that self-assessments will be read by a group of people, they can be more hesitant to describe themselves in an overly positive manner, because they don't want the committee to see them as "cocky."

Strategy: **Self-assessments are not the time to be modest!** Men will absolutely describe themselves in incredibly favorable terms.

- It is equally important to self-advocate both publicly and privately.
- Make sure you are proactively communicating your goals and also meet proactively with people who will be your advocates.



# The Challenges of Speaking Up

- Women walk a tightrope between being “too aggressive” and barely being heard
- Research shows that women worry that “talking too much” will cause them to be disliked
- In one study, male executives who spoke more often than their peers were rewarded with 10% higher competence ratings. When female executives spoke more than their peers, both men and women punished them with 14% lower ratings



# Recommendations for Increasing Women's Participation

Former Secretary-General Ban Ki-moon has recommended increasing the amount of peacebuilding funds allotted for projects that directly advance gender equity.

Other steps could include:

- Fixing easy, practical issues
- Setting quotas
- Increasing critical engagement with men to counter stereotypes (such as traditionally masculine roles in war and peace).



# Strategies for Gender Equality

- Amplification
- Asking the Right Questions
- Asking for More



# Amplification



# Case Study:

# The Obama White House



- When President Obama first took office,  $\frac{2}{3}$  of his senior staffers were men
- Female staffers adopted a meeting strategy they called “**amplification**”:
  - When a woman made a key point, other women repeated it, giving her credit
  - This forced the men to recognize the contribution and denied them the chance to claim the contribution as their own



# Case Study:

## The Obama White House

- “We just started doing it, and made a purpose of doing it. It was an everyday thing.” - Obama Aide
- As a result:
  - President Obama began calling more often on women and junior aides to voice their opinions
  - Women gained parity with men in the President’s inner circle during his second term



# Amplification Approaches

- **Bottom-Up Approach:**
  - In a bottom-up approach, a group of individuals at lower levels in an organization decide to take action.
    - Approach used by Obama Aides
- **Top-Down Approach:**
  - In a top-down approach, a few individuals at high levels in an organization decide what changes need to be made and hand down orders for others to follow.



# Integrated Approach

- In order to maximize **effectiveness** and **sustainability**, a strategy to empower women should integrate **both**:
  - The Top-Down Approach, and
  - The Bottom-Up Approach



# Asking the Right Questions



# Why do we ask questions?





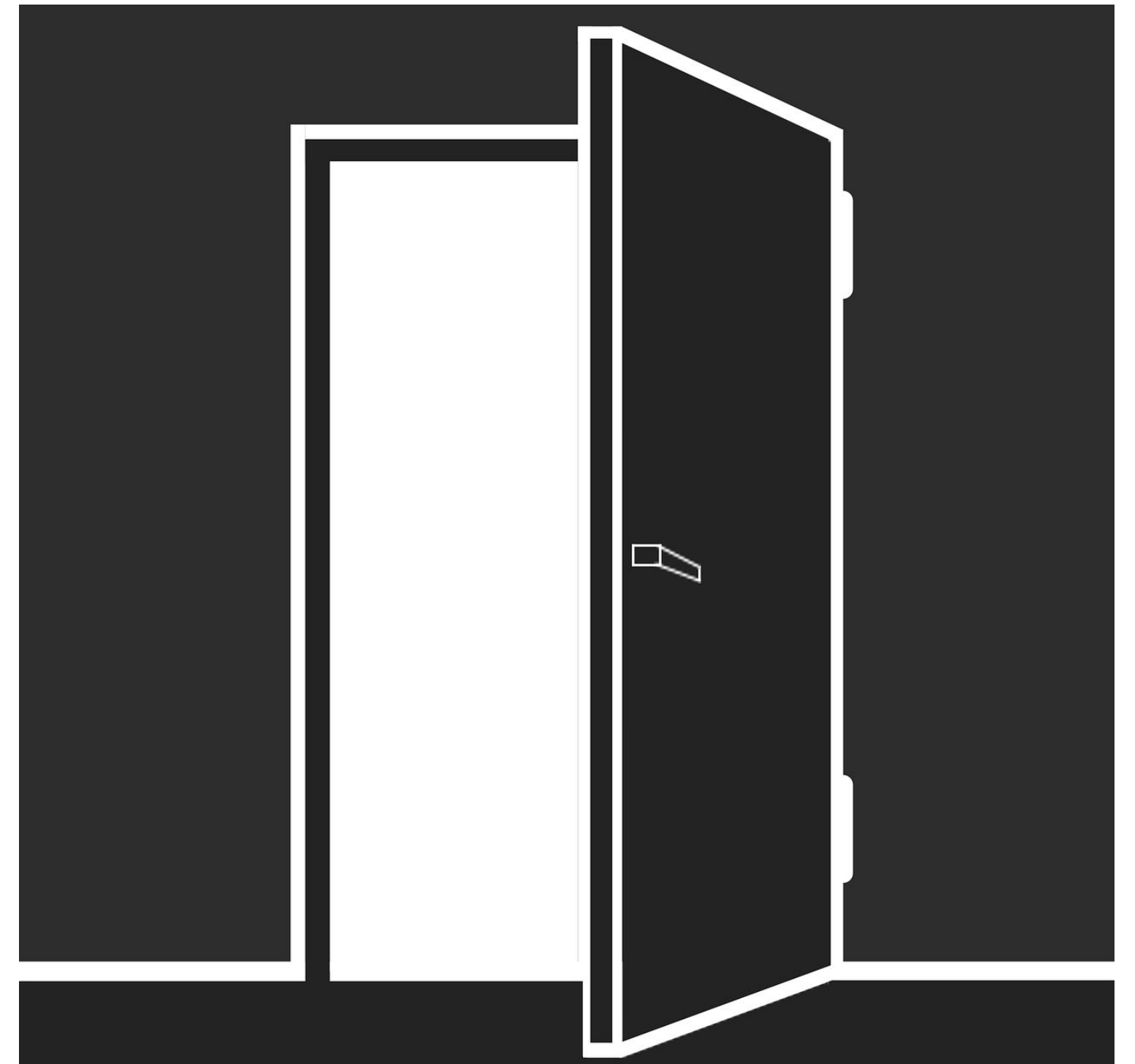
# Goals of Asking Questions

- Clarifying
- Suggesting
- Stimulating
- Encouraging participation
- Focusing
- Exploring and evaluating alternatives
- Gather Information
- Moving toward closure



# Open vs. Closed

- **Open-Ended questions** place the focus and attention on the other person
- **Close-Ended questions** are more leading and more targeted





# What is an Open Question?

Open questions begin “What” or “How” or an action verb like “Tell” or “Describe”

*What did you mean when you said XYZ?*

*How does that make you feel?*

*Tell me more about your proposal?*



# When to Ask Open Questions

<u>Usage</u>	<u>Example</u>
To develop an open-ended conversation	<i>How did you approach this task?</i> <i>How do you remain focused on your work?</i>
To find out more about a person: their wants, needs, thoughts, and beliefs	<i>What motivated you to make that decision?</i> <i>Why is that so important to you?</i>



# When to Ask Closed Questions

<u>Usage</u>	<u>Example</u>
Testing understanding (asking yes/no questions)	<i>So, you want to move into our apartment—right?</i>
For setting up a desired positive or negative frame of mind in the listener	<i>Are you happy with the current state of the Global Compact on Migration?</i> <i>Would you like to focus on the Gender-Related SDGs?</i>
Moving to action (seeking assent)	<i>If I can deliver this tomorrow, will you sign for it now?</i>



# Exercise: Are these questions opened or closed?

1. Will you attend the meeting today?
2. How will you meet the financial targets?
3. Did you reflect on your goals?
4. What does your organization need?
5. Would you be willing to renew our agreement?



**Asking for More**



# The Mirror



- Negotiation starts before you sit down with the other side—you need to steer your own internal conversation first.
- Ask yourself open questions to clarify your own goals, interests, emotions and solutions.
- Asking the right questions helps us cultivate self-awareness and knowledge



# Mirror Questions

1. What's the problem I want to solve?
2. What do I need?
3. What do I feel?
4. How have I handled this successfully in the past?
5. What's the first step?



# The Window



- Ask open questions in order to create trust, gather information, and design better solutions.
- Helps us get the information we need to build longer-term relationships with mutual gain and craft better agreements.



# Window Questions

1. Tell me....
2. What do you need?
3. What are your concerns?
4. How have you handled this successfully in the past?
5. What's the first step?



# Debrief



# Debrief

**What is one strategy or point from this workshop that you will take with you and put to use - for yourself or in your organization?**



QUESTIONS?



# STAY IN TOUCH!



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*Unleash Inf*