



TALKING THE WALK

CONVERSATIONS FOR ETHICS & COMPLIANCE TEAMS

Case Scenario

Case 14

MASCULINE PREFERRED

Chuck gathers everyone into the conference to plan next steps. The team is nervous, but excited. Making it to the next round is a big win. Actually getting this contract would be huge.

“Team, you’ve done great work so far on this. I’m really proud of what we submitted. We came up with some ingenious ideas, and it got their attention.” Although Chuck is clearly happy with the whole team, he seems to be speaking to Marie especially. He knows that she, more than anyone, is the reason they’ve gotten this far, and he’s grateful for her contribution.

“We’ve already got a solid plan in place. We just need to go in there for the pitch, be confident, and establish a good rapport.

“Thad, you’re going to be our front man. You’ll be the main one making the presentation, and I know you’ll knock it out of the park. You’re just the type of guy Saunders likes to work with. He’ll see a fit right away.

“Marie, we’ll want you there, too, of course. You know the plan inside and out. Thad will be more ‘big-picture’ and client relations. But you’ll be our expert for the particulars. It’ll establish a good system for the life of this project. Saunders will know that Thad’s his man if he needs to connect. But, day-to-day, Marie will be the point person for staff contacts over there.”

Everyone is a little stunned. They know Marie’s the thought leader on this one. They saw her put in the time and effort, hoping to finally get her shot, to be the official lead rather than just being the de facto, (yet unheralded) leader again.

Marie is clearly disappointed but manages to stay professional. Chuck takes a few minutes to talk with her after everyone else has gone. “I’m sorry, Marie. But it really isn’t up to me. I have to do what’s best for the company. Saunders is old school, and I have to take that into account when I’m making decisions. The customer’s always right, ya know? I wish it weren’t this way. But I’ve got to look at things as they are, not how I think they should be.

“You’re doing great work. It is making a difference,” he tries to reassure her. “Your time will come.”

THE CHARACTERS

Marie – a mid-career employee who works hard and is well-liked and respected, but has struggled to get ahead

Thad – Marie’s less tenured but capable and confident colleague

Chuck – Marie and Thad’s experienced, pragmatic boss

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Questions for Discussion

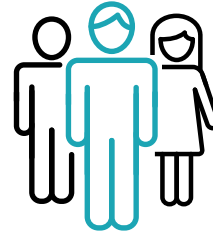
TALKING THE TALK

1. Chuck respects Marie and thinks she could lead the project, but that the client won't like it. Does he have any choice in the matter? Why or why not? What can/should he do?
2. If you were one of the other members of the team, what would you think of Chuck's decision? What guidance would you give Marie as to her next steps?
3. Is Chuck making the right decision for the company? Why or why not?
4. If Marie worked at our company, what would we do to help advance her career?

WALKING THE WALK

1. How likely is something like this in our industry? Our company?
2. Can a company address biases in clients? Why or why not?
3. What can our company do to address implicit bias internally?
4. What can we do as a team to uncover and address implicit bias?
5. What are some other implicit biases that surface? What can we do to address them?

FROM THE ECI DATABANK

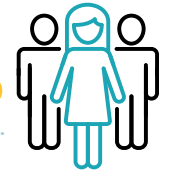


“Mixed gender teams significantly outperform single gender teams....”

There is no significant performance difference in male- vs. female-led teams, however, “Male clients are a third less likely than female clients to choose female lead partners from their law firms.”

Male clients pick a female lead in just

17%



When asked about the importance of gender diversity in the workplace, nearly one in three (**31%**) men considered it “not important at all,” while more than two in five (**41%**) of women considered it “very important.”

More than one in five (20% and 21%, respectively) men and women prefer to work with men. Only 6% of each gender prefers to work with women.



Men are more than twice as likely as women to say that women are treated “very fairly” in the workplace.

(40% vs. 17%)

The **majority (55%)** of U.S. workers have **no preference about the gender of their boss**. Of those who do have a preference, nearly as many (**21%**) prefer a female boss as prefer a male (**21%**). “In the 1980s, male bosses held as much as a 34-point advantage over female bosses....”



More than one in ten (12%) of

employees observed sexual harassment in 2018. Of those, **one in three (33%)** observed intentionally making job performance more difficult because of one's sex.