

## What Works to Engage Men in Gender Equity Efforts

### What Works For Organizations

1. DO frame gender equity efforts to also include the interests of men. It is everyone's issue.
2. DO focus on senior leader participation. Men are generally influenced and impacted by the status and rank of other men.
3. DO provide repeated opportunities for practice. Engaging men is a long-term, multi-faceted effort. It is not a "one-off program" to be implemented.
4. DO help leadership to act from a place of shared responsibility, not guilt. Men must be seen initiating, participating in, and leading equity efforts out of their mutual self-interest. They and others constantly cultivate and support the visible participation of a critical mass of males. Men see themselves as part of the solution – not part of the problem or feeling blamed for everything.
5. DO drive the effort through a compelling, clear rationale that does not simply lead to a finite destination or simple solution. While actions and solutions are definitively needed, frame the effort as one that will be forever ongoing, much like your mindset to safety.
6. DO consistently link leadership engagement to leadership development. Engaging male leadership is first and foremost a developmental process. It makes men more effective leaders with greater emotional intelligence. Your effort should focus on developing the skills and behaviors for leaders to be effective equity champions linked to the business success.

### Specific Leadership Actions to Take

1. DO talk often about how gender equity is also about men. Talk easily and effortlessly in public about the role men must take in co-creating a more inclusive work environment. Genuinely invite men back into the conversation. Challenge others to examine their assumptions about men that affect potential partnerships.
2. DO lead and act with both head and heart connected. Lead not just from your intellect, but also by being empathetic to others, and expressing your own passion and emotions.
3. DO look for and embrace the complexity inherent in diversity. View things from an and/both lens rather than sorting it as either/or, yes/no, right/wrong. Learn to become more comfortable being uncomfortable.
4. DO help and support male leaders to learn more often with and from other men, rather than just from women.
5. DO constantly over-communicate intent. Recognize that often a person's intent will not match the impact on others. Learn to seek out and mitigate this disconnect between the two.
6. DO embrace and invite resistance either in yourself or others. Noticing resistance helps one see reactions between people and ideas. Our reaction to others helps us better notice our own beliefs and values, which can be helpful in building stronger partnerships.

## What Doesn't Work to Engage Men in Gender Equity Efforts

### What Doesn't Work for Organizations

1. DO NOT exclusively focus your gender equity efforts on just women or a focus to fix men.
2. DO NOT teach women to act like men (i.e. focusing just on male-to-female mentoring and not sponsorship)
3. DO NOT equate inclusion with representation (and not distinguishing between the two.). Thinking gender equity simply means greater numbers of women with no change of culture and behavior.
4. DO NOT over-rely on metrics as the primary means to an end, rather than just as one tool. Obsession with having to measure progress only through representation numbers will likely lead to future problems with morale and engagement.
5. DO NOT use mandatory, large-scale, trainings as the “one-time” fix.
6. DO NOT bypass/ignore senior leadership buy-in. Relegating the responsibility and ownership of D&I to solely one organization or group – for example, HR or a Diversity Council – rather than the business units and business leaders.

### Specific Leadership Actions Not to Take

1. DO NOT try to do it alone and/or with little support.
2. DO NOT overemphasize choosing between being cautious or courageous. Learn to be cautious as well as courageous. Too much of one at the expense of the other will not lead you to the desired results. Manage how these two polarities can mutually coexist.
3. DO NOT tell people the partial truth no matter how well intended. Don't promise change when you know it can't happen. Work these issues over the long-term rather than promising quick fixes or magic solutions.
4. DO NOT fake it. Others can see right through insincere and “scripted” messaging. Allow yourself and other leaders the latitude to be where you/they are on this issue. When mistakes happen (and they will) use them to learn and move the effort forward as opposed to embarrassing, shaming or attacking the mistake maker.
5. DO NOT ignore or not acknowledge others' or your own discomfort and/or confusion with gender equity. Learn to use confusion and discomfort to drive your and other's curiosity to learn more.
6. DO NOT be reluctant to initiate and/or engage in difficult conversations. Through the often-difficult conversations comes strengthened partnerships and new insights and actions.