Fostering a Culture of Gender Inclusion in Fundraising and Nonprofit Spaces

Presenters: Rachel Branaman and Saadia Ahmed

AFPICON | NEW ORLEANS
2023 | APRIL 16-18

afpicon.com
#afpicon

Presenting Sponsor:
blackbaud

Rachel Branaman, She/Her
Principal, Talem Consulting

Saadia Ahmed, She/Her
Co-Founder, Strong Muslimah

Session Goals

01

UNDERSTAND BASIC PATTERNS OF GENDER BIAS + POWER STRUCTURES IN NONPROFIT SPACES

02

UNDERSTAND HOW GENDER BIAS DIFFERS BY IDENTITY TRAITS

03

UNDERSTAND IMPLICATIONS OF GENDER BIAS IN THE WORKPLACE

04

MOVE TOWARD LASTING CHANGE THROUGH ORGANIZATIONAL SOLUTIONS

Creating a positive discussion space

This may be the first time for you to discuss these topics. It is natural to feel uncomfortable. Honor others' comfort level.

Not everyone is going to be in the same place in their journey. In this space, everyone is requested to use empathetic and open-minded listening.

AFP**ICON** | NEW ORLEANS
2023 | APRIL 16-18

afpicon.com
#afpicon

Presenting Sponsor:
blackbaud

Inclusion is…

Recognizing that, due to their characteristics, **there are groups who are vulnerable or at a disadvantage when it comes to sharing resources and opportunities** in society.

Treating each person and group according to their needs.

Taking action to incorporate all people into community life.

Everyone's responsibility – particularly those who are part of a dominant group because they are the ones with more privilege and power to change the "isms" preventing inclusion.

Understanding that **diverse groups have different needs which may require extra work for an organization to address** before those groups can access the opportunities everyone else has.

Power is…

The control of resources which then become a source of individual and social power

Dynamic, relational, and exercised between individuals and groups.

Unequally distributed – some individuals and groups have greater control over the sources of power, and some have little to no control.

Sustained and perpetuated through social divisions: gender, age, caste, class, ethnicity, race, religion, education, family, etc.

Unequal power structures are sustained through dominant ideology, coercion, and domination.

AFPICON | NEW ORLEANS
2023 | APRIL 16-18

afpicon.com
#afpicon

Presenting Sponsor:
blackbaud

Dimensions of Power

Visible Power: Observable Decision-Making

- **Formal rules, structures, authorities, institutions, and procedures of decision making**. Examples include elections, political parties, laws, budgets, policies, bylaws, etc.

- Strategies that target visible power try to change the who, how, and what of decision making to be more accountable to nondominant communities.

Hidden Power: Setting the Agenda

- **Controlling who gets to the decision-making table and what gets on the agenda**. These dynamics exclude and devalue the concerns and representation of other less powerful groups. This skews policy making and strategies that benefit a few at the expense of the majority.

- Strategies that target hidden power focus on strengthening organizations and movements to help nondominant communities build collective power and new leadership to influence the way social agendas are shaped.

AFP ICON | NEW ORLEANS
2023 | APRIL 16-18

afpicon.com
#afpicon

Presenting Sponsor:
blackbaud

Invisible Power: Shaping Meaning

- Significant issues are not only kept from the decision-making table, but also from the minds and consciousness of those involved, even those directly affected by the problem. **Invisible power shapes the psychological and ideological boundaries of participation.**

- Strategies focus on re-imaging social and political culture as well as raising individual consciousness to transform the way people perceive themselves and those around them. **Science fiction is an example of harnessing invisible power to reimagine what future possibilities might exist outside of the current society's framework.**

Identity as an expression of power

Each of us belong to many identity groups spanning from race, gender, socioeconomic status, physical ability, and more.
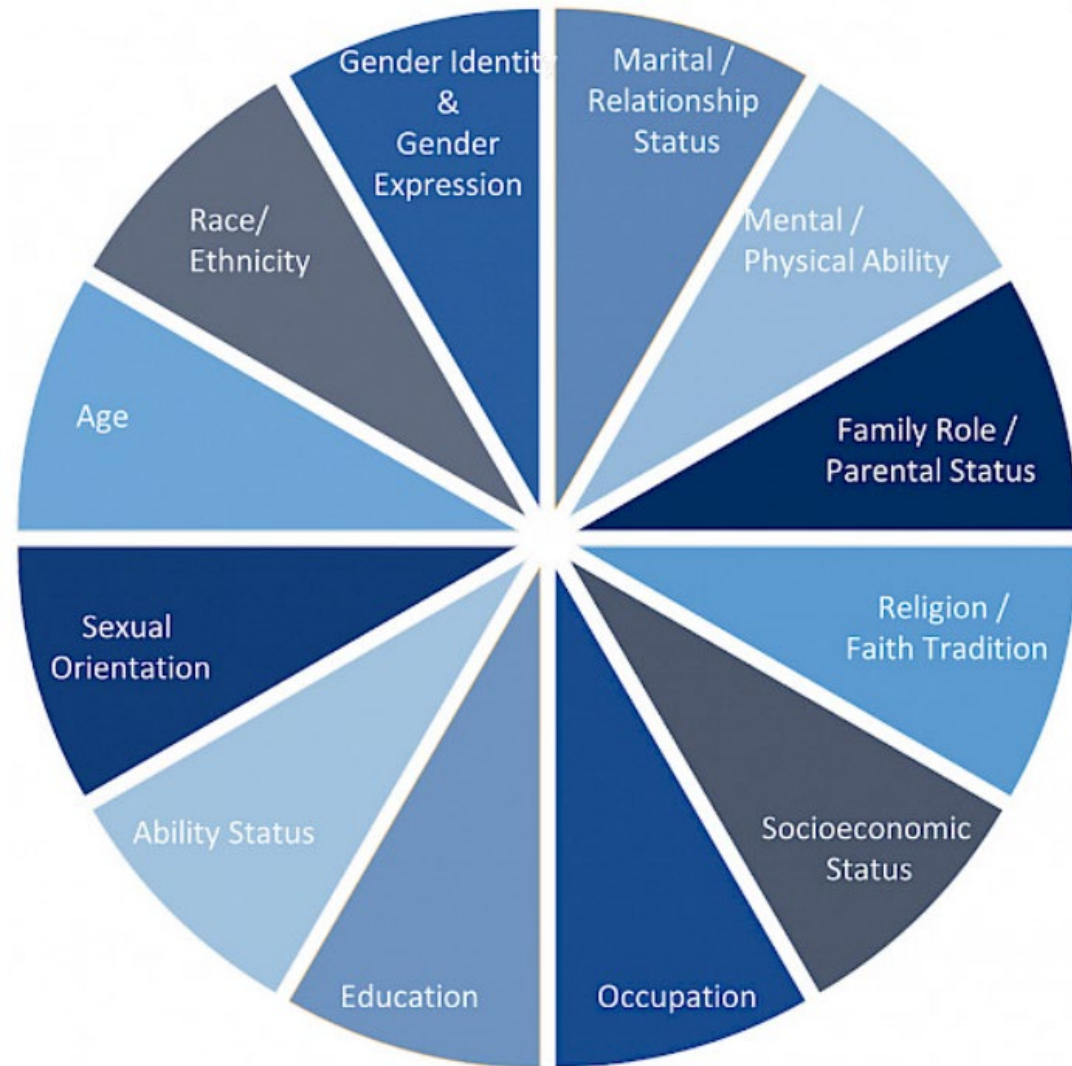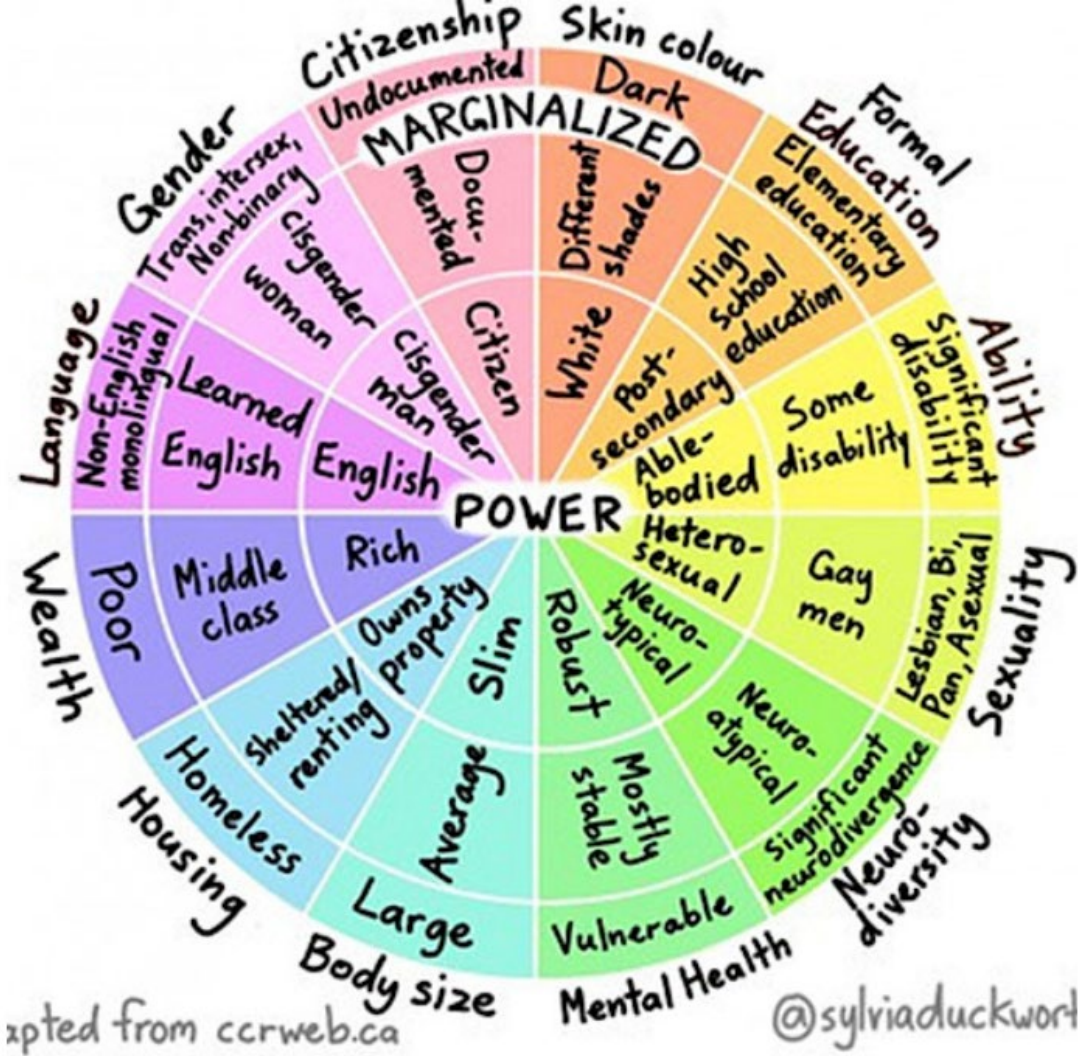
◦ How many of your own or your colleagues' personal identity traits are different from the dominant identity?

◦ How do your identities bring you closer to or further away from societal power?

◦ As an organization, where do you find differences and similarities to society's dominant identity?

◦ How does identity influence your work?

- Where do you find yourself closer or further away from the center?

- Where are the communities you serve on this wheel? Are they closer to or further from power than you?

MARGINALIZED

POWER

Citizenship · Skin colour · Formal Education · Ability · Sexuality · Neurodiversity · Mental Health · Body size · Housing · Wealth · Language · Gender

Undocumented · Documented · Citizen
Dark · Different shades · White
Elementary education · High School · Post-secondary education
Significant disability · Some disability · Able-bodied
Lesbian, Bi, Pan, Asexual · Gay men · Hetero-sexual
Significant neurodivergence · Neuro-atypical · Neuro-typical
Vulnerable · Mostly stable · Robust
Large · Average · Slim
Homeless · Sheltered/renting · Owns property
Poor · Middle class · Rich
Non-English monolingual · Learned English · English
Trans, intersex, Nonbinary · Cisgender woman · Cisgender man

xpted from ccrweb.ca

@sylviaduckworth

AFPICON | NEW ORLEANS
2023 | APRIL 16-18

Workplace power structures

AFP**ICON** | NEW ORLEANS
2023 | APRIL 16-18

afpicon.com
#afpicon

Presenting Sponsor:
blackbaud®

Positive/neutral power differential examples

Donor or partner organization affiliations that help a nonprofit strengthen its community partnerships

A funder using their foundation's reputation to introduce BIPOC-led nonprofits to potential funding partners

Nonprofit leaders using their work and life experience to mentor early career professionals

Individuals with specialized skills using their talents in to provide "pro bono" services

Allies using their cultural, biological, or social factors to advocate on behalf of those with fewer resources or privileges

Socially connected individuals using their social power to create awareness or raise money for an important issue

Negative power differential examples

Philanthropists determining what is considered good data and effective programs rather than allowing communities to determine success

Foundations burdensome funding requirements (e.g. LOIs, proposals, budgets/990s, and bi-annual reports)

Partner organizations requesting specific employees or identity traits because they prioritize comfort or work in a gendered environment.

Board members who derail difficult conversations, thus derailing solutions-based conversations to comfort or confront one person's feelings.

Prioritizing "safe" spaces rather than "brave" spaces knowing that safety and comfort are the norm for White people but not for other identity groups.

Prioritizing a donor's request over community needs because of their access to money, network, or power

AFP ICON | NEW ORLEANS
2023 | APRIL 16-18

afpicon.com
#afpicon

Presenting Sponsor:
blackbaud

Gender identity and expression in the workplace

afpicon.com
#afpicon

Presenting Sponsor:
blackbaud

Gender bias is the tendency to prefer one gender over another. It occurs when attitudes or stereotypes are attributed to a person or group of people.

➤56% of men think sexism no longer exists in America. Meanwhile, 63% of women say sexism affects them daily.

➤Half of men believe women are well-represented at their company when 90% of their senior leaders are men.

➤ 42% of women experience gender discrimination at work. 77% of trans individuals take active steps to avoid mistreatment at work.

➤ Research on transgender women describe them as overwhelmingly experiencing negative outcomes. In contrast, there are sometimes benefits for transgender men, such as an increase in salary.

➤ 67% of transgender people report adverse job outcomes (e.g. being fired, not hired, or denied a promotion) as a result of their gender identity or expression.

Presenting Sponsor:
blackbaud

Individuals who do not identify as cisgendered males are disproportionately affected by sexism and other biases.

Prove-It Again (Confirmation bias)

Occurs when people associate a high-level leadership position with a man. For another gender to be judged equally for the same position, they must provide more evidence of confidence or competence. Black women are more likely to report this bias than White, Latine, or Asian American women.

Maternal Wall

This occurs when colleagues view **mothers – or pregnant people – as less competent and less committed to their jobs.** This perpetuates the idea that mothers can't be good workers and good parents at the same time.

Despite their unique skills, **a mother is 79% less likely to be hired, half as likely to be promoted, offered an average of $11,000 less in salary**, and held to higher performance and punctuality standards

Women or gender non-conforming folks must often **walk a tightrope between being "too masculine" and "too feminine."**

- If women are too masculine, they are respected but not liked. If they are too feminine, they are liked but not respected. Femininity or perceived femininity are more inclined to be policed in the workplace.

- Transgender women's coworkers are more likely to perceive them as losing competence in their work upon their transition to female.

- Across racial lines, Asian women report more pressure to fulfill traditionally feminine roles, Latine women report being called "angry" or "too emotional," and Black women report less pressure to fill feminine roles but are still penalized if they don't.

AFP**ICON** | NEW ORLEANS
2023 | APRIL 16-18

afpicon.com
#afpicon

Presenting Sponsor:
blackbaud

Tug of war or zero sum thinking

Gender bias can cause this among those of the same gender identity. This occurs when **tokenism** is common. If a woman/nonbinary/ trans person gets a leadership position, then another member of their identity group will not. The person who won the position is seen as intent on keeping other members of their gender down.

Sometimes members of shared identity groups are harder on others like them because they had to prove themselves repeatedly, thus others must do the same.

Ways gender bias occurs in the workplace

1. **Glass ceiling**: Prevents racial minorities and women/nonbinary/trans folks from achieving elevated professional success in leadership roles.

2. **Performance support**: More resources and opportunities are provided to men over other gender identities. For instance, men may be assigned stronger donor leads, even though others have proven to produce the same results when given equivalent donor engagement opportunities.

3. **Performance review**: Without structured evaluations, people are more likely to review based on gender and racial stereotypes rather than merit.

AFP**ICON** | NEW ORLEANS
2023 | APRIL 16-18

afpicon.com
#afpicon

Presenting Sponsor:
blackbaud®

4. **Subtle acts of exclusion**: Comments and actions that demean or dismiss someone based on their gender, race, or other identity traits. Black women are 2.5 times more likely than White women to hear someone express surprise about their abilities.

5. **Sexual harassment**: This includes unwelcome behaviors that disparage or objectify others based on their sex or gender; unwelcome behaviors of a sexual nature directed toward a person; or pressure to engage in sexual behavior.

AFPICON | NEW ORLEANS
2023 | APRIL 16-18

afpicon.com
#afpicon

Presenting Sponsor:
blackbaud

Identifying solutions for sustaining individual and organizational effectiveness

AFP**ICON** | NEW ORLEANS
2023 | APRIL 16-18

afpicon.com
#afpicon

Presenting Sponsor:
blackbaud

Build workplace trust

Trust is an important factor for successful relationships and organizational effectiveness. Understanding trust levels within your organization can help determine if there are unconscious biases occurring in the workplace at the organizational, board, supervisory, or interpersonal levels which may reduce an employee's trust.

> **Action**: Have your team complete a [Nonprofit Trust Survey](#) to assess the level of trust within your organization.

AFP ICON | NEW ORLEANS
2023 | APRIL 16-18

afpicon.com
#afpicon

Presenting Sponsor:
blackbaud

Promote gender representation in top-level positions

Women/nonbinary/trans folks have fewer leadership prospects than men even when operating in nonmale-dominated fields. They also have limited role models and mentorship opportunities to support upward mobility.

> **Action**: Create a written policy that outlines how and when individuals are promoted, examples of necessary skills, and examples of how those skills are displayed by different identity groups.

> **Action**: Create a formal/informal mentorship program for identity groups that traditionally have fewer leadership prospects.

AFP**ICON** | NEW ORLEANS
2023 | APRIL 16-18

afpicon.com
#afpicon

Presenting Sponsor:
blackbaud

Men receive more constructive feedback than other gender identities and are more likely to have conversations with managers about different career pathways available to them.

> **Action**: Review performance evaluations to ensure fairness in the performance criteria. Provide regular trainings for supervisors with tips and tools to provide constructive written and verbal feedback and career advice for all gender identities.

> **Action**: Offer training and other accommodations to all employees so that all identity groups have the same opportunities for promotion.

AFP**ICON** | NEW ORLEANS
2023 | APRIL 16-18

afpicon.com
#afpicon

Presenting Sponsor:
blackbaud®

Reduce implicit bias through policy change

Nobody who contributes to an organization's success should ever have to feel stigmatized and fearful of coming to work each day.

> **Action**: Offer flexible work arrangements, train managers to manage a flexible workforce, and reorient workplace culture to emphasize results.

> **Action**: Offer subsidized childcare or backup childcare. Review part time or flexible schedule policies to ensure they reflect equal pay for substantially similar work.

> **Action**: Offer paid parental leave for all gender identities and encourage everyone to use it.

> **Action**: Adopt policies that specify that employees continue to accrue seniority during parental leave.

> **Action**: Incorporate gender-identity specific nondiscrimination policies and practices that 1) protect and promote the rights of people of all gender identities/expressions and 2) increase employees' understanding and acceptance of all gender identities/expressions.

AFPICON | NEW ORLEANS
2023 | APRIL 16-18

afpicon.com
#afpicon

Presenting Sponsor:
blackbaud

Create a positive work culture

Employees who feel welcome in the workplace take 75% fewer sick days and exhibit 50% lower turnover risk whereas those who experience microaggressions are 3 times more likely to think about leaving their jobs. Employers who fail to address prejudicial behavior develop an external reputation for being an unwelcoming place to work.

> **Action**: Ensure there is a safe, anonymous method for employees to report hostility, subtle acts of discrimination, or discrimination without fear of retribution.

AFP**ICON** | NEW ORLEANS
2023 | APRIL 16-18

afpicon.com
#afpicon

Presenting Sponsor:
blackbaud®

> **Action**: Institute gender-neutral bathrooms or encourage employees to use bathrooms aligning with their gender identity. Train and educate employees on the importance of being accepting and welcoming in a company bathroom.

> **Action**: Incorporate gender-neutral dress codes and make explicit that all employees may select from a range of options, such as dress shirts, pantsuits, and skirt suits to destigmatize varying expressions of gender. These policies can aid in recruitment and retention by signaling that normativity is not expected.

> **Action**: Encourage employees to use name badges and email signatures that include their desired names and correct pronouns. Include proper pronoun usage in onboarding and employee handbooks.

AFP**ICON** | NEW ORLEANS
2023 | APRIL 16-18

afpicon.com
#afpicon

Presenting Sponsor:
blackbaud

Reduce earnings gaps

Gender pay gaps within occupations exist, even after accounting for years of experience, hours worked, and education. Professions dominated by women are lower-paid and those that have become female-dominated have become lower paid.

> **Action**: Conduct "glass ceiling" reviews examining advancement opportunities for women/nonbinary/trans folks and workers of color.

> **Action**: Provide pay transparency by sharing salary ranges on job postings and encourage employees to communicate with one another regarding compensation without the fear of retaliation.

AFPICON | NEW ORLEANS
2023 | APRIL 16-18

afpicon.com
#afpicon

Presenting Sponsor:
blackbaud

> **Action**: Base any offer of compensation according to the objective, job-related factors. Exclude prior salary information from the hiring process.

> **Action**: Review job classifications and job descriptions on a regular basis to make sure the classifications and descriptions accurately reflect the work being performed.

> **Action**: Remove negotiation from the hiring process. If using salary bands, employers should limit how high within a range new hires can be paid and require an objective justification for any difference between an incumbent and the new hire (e.g. years of experience, relevant industry experience, etc.).

AFP**ICON** | NEW ORLEANS
2023 | APRIL 16-18

afpicon.com
#afpicon

Presenting Sponsor:
blackbaud

Consider and implement solutions at each interaction level

1. **Individual** – change personal behaviors
2. **Interpersonal** – change interactions with colleagues and become comfortable calling out inappropriate actions, words, or behaviors
3. **Organizational** – codify inclusion into policies and procedures and create a reporting structure that priorities personal, workplace, and job safety
4. **Structural** – engage with partner organizations to share values around gender inclusion, model gender inclusive behavior, and set standards for how organizations should engage employees in gendered spaces

Connect with us

Talem Consulting:
Website: www.talemconsulting.com
LinkedIn: /company/talem-consulting
Instagram: @dismantlinginequity
Facebook: /talemconsulting

Rachel:
Email: rachel@talemconsulting.com
LinkedIn: /rachelbranaman

Saadia:
Email: saadia@talemconsulting.com
LinkedIn: /saadia-ahmed-7874a71
Facebook: /saadia.ahmed

Resources

◊ Diversity wins: How inclusion matters, May 2020 report from McKinsey & Company

◊ What Works for Women at Work – 4 Basic Patterns of Gender Bias and How to Navigate Them at Work, November 2020 blog post series from Higher Education Recruitment Consortium (HERC)

◊ What is Gender Bias in the Workplace? More than 70 statistic-backed examples of gender bias and ways to reduce it in your workplace, March 2021 article, Built In

◊ 50 Ways to Fight Bias, 2021 activities to combat intersectional biases from Lean In

◊ 50 Ways to Fight Bias Sets of Digital Cards curated for different audiences and workplace interactions, 2021 card sets and moderator guide from Lean In

◊ Dynamics of Power, Inclusion, and Exclusion, May 2006 publication from Nonprofit Online News Journal

◊ Gender inequality: Nonbinary transgender people in the workplace, September 2016 publication from Cogent Social Sciences, Volume 2, Issue 1

◊ What can I do to promote a culture of pay equity, California commission on the status of women

◊ Creating a trans-inclusive workplace, March-April 2020, Harvard Business Review article