

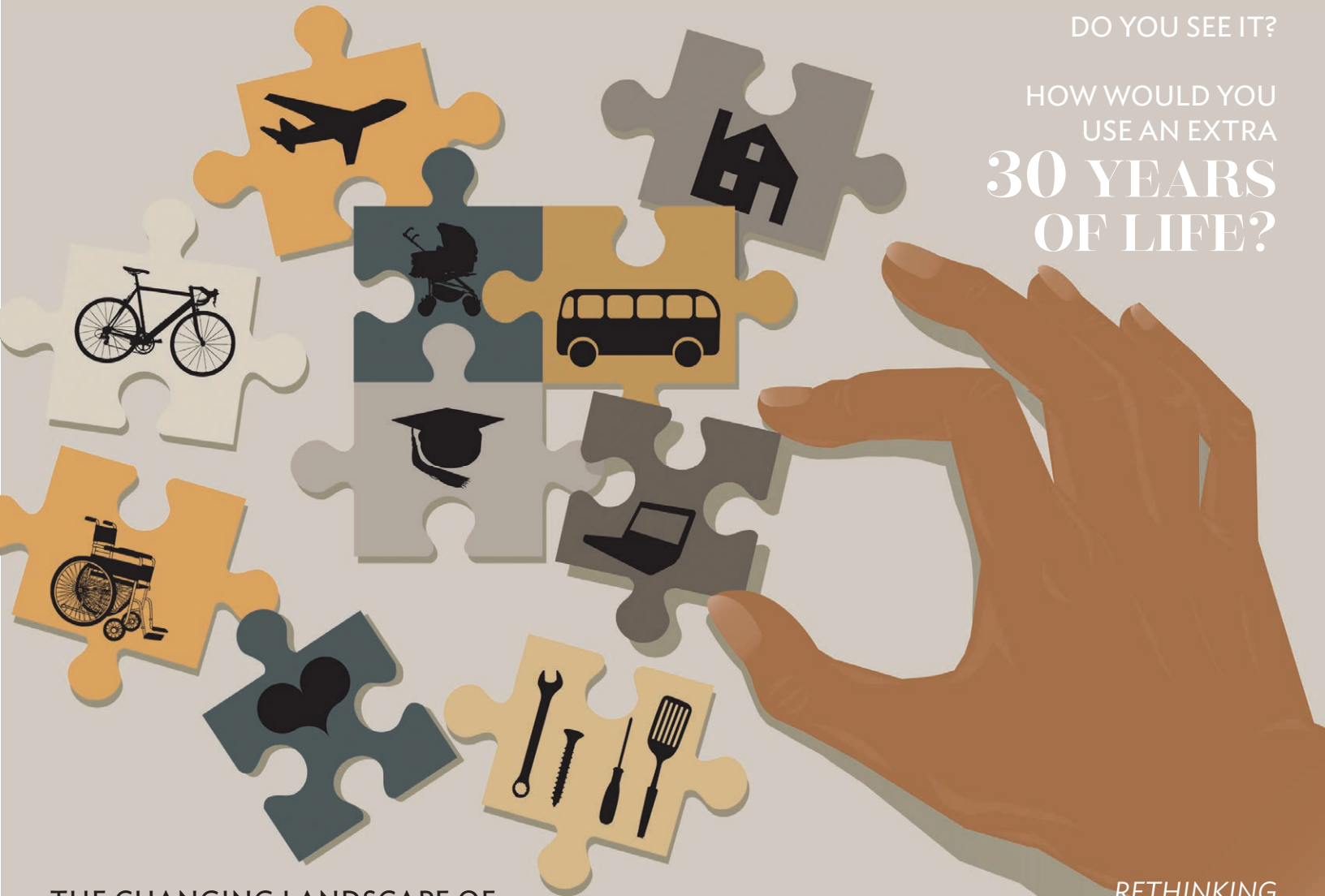
# upRising

Innovative Ideas for Gender Equality

NEWS FROM THE MICHELLE. R. CLAYMAN INSTITUTE  
for GENDER RESEARCH AT STANFORD UNIVERSITY

THE GLASS  
CEILING  
DO YOU SEE IT?

HOW WOULD YOU  
USE AN EXTRA  
**30 YEARS**  
OF LIFE?



THE CHANGING LANDSCAPE OF

## WORK AND FAMILY

IF DUAL-EARNER COUPLES ARE THE NEW NORM, HOW DO WE  
RETHINK WORK-LIFE FIT?

RETHINKING

## MASCULINITY

IS THE **IDEAL DAD**  
AN IDEAL WORKER?

# RETHINKING WORK

Can we design work of the future?

by Lindsey Trimble O'Connor

New work structures should be places where everyone can thrive. After all, we live in a time when workplace diversity is valued, and progressive companies are implementing new work structures that are flexible and responsive to industry changes. If this is so, why then does gender inequality persist as workplaces evolve?

It turns out, some new work structures are actually undermining women's career advancement. Sociology professor Christine Williams, who conducted a study of women geoscientists in the oil and gas industry, explains that new work structures are often less formal. Without clear guidelines and policies, managers fall into old school ways of thinking. Managers use the "ideal worker" as the benchmark—a man unencumbered by family responsibilities and completely devoted to work. Anybody who does not meet that ideal receives less support and harsher evaluations. Upon examining the outcomes of the women in her study, Williams notes that these new structures created new unintended barriers for women.

Three work transformations particularly disadvantage women: **Teamwork** masks individual contributions. Although they work as part of a team, they are evaluated as individuals. To have work recognized, geoscientists must promote their own contributions. Many women feel uncomfortable self-promoting. Even when they do self-promote, they are not taken seriously or given full credit for their contributions, or they are thought of as too "bitchy." **Career Maps** offer increased flexibility but lack standardization. When workers and their managers develop career plans, workers may gain more control over career pacing but face greater vagueness and lack of transparency. This individualized nature of career maps means that decisions are often left up to the supervisor's discretion, opening the door to gender bias. Work-related **Networks** exclude women from opportunities. With informal career maps, networks are important for hearing about new opportunities, but women can feel unwelcome at

informal—traditionally male—networking events.

Is gender inequality already set in stone? No. Much can and should be done to minimize the impact of bias in new workplaces. Williams notes that women fared better on teams with more gender balance. She recommends that employers standardize and demystify career

maps and make networking events—both employer-sponsored and informal—available to all workers. In these ways and more, we can move toward greater equality in the new economy. ♦

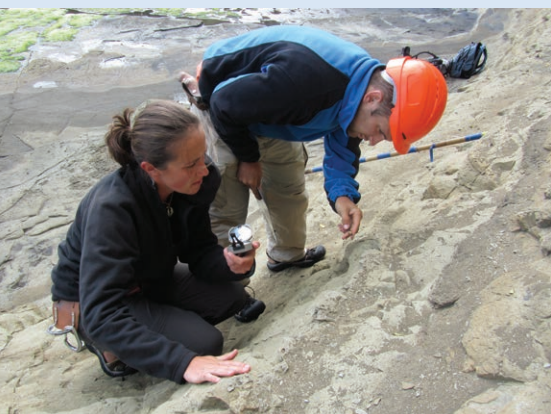


Photo courtesy of the Department of Geological and Environmental Sciences

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### RETHINKING WORK

To meet the challenges of the quickly changing global business climate, organizations need to create environments where both women and men can fully thrive. While much energy has been devoted to creating products and services of the future, less time has been spent reimagining the structure and processes of the workplace. In this special section on Rethinking Work, we first examine how current work structures create barriers to women's advancement and lead to errors in decision-making.

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### RETHINKING WORK-LIFE FIT

*"We cannot solve our problems with the same thinking we used when we created them."*

— Albert Einstein

This section on work, life, and how the two fit together represents new thinking about an increasingly pervasive problem: How can we meet the demands of challenging work while living full and fulfilling lives? Researchers in this special section on Rethinking Work-Life Fit push our thinking in new directions, from mapping our life's course, to work-life conflict and the commodification of care work.

### RETHINKING MASCULINITY

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We are used to exploring how women can move into traditionally male roles, but equally important is examining how men can move beyond the current confines of masculinity. In many ways, the norms of masculinity are rigid and unyielding, creating barriers to equality at home and at work. In this special section on masculinity, we look at moving beyond masculine—and feminine—stereotypes, so men and women have more freedom in all spheres.

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Dear Readers,

Welcome to the third issue of *upRising: Innovative Ideas for Gender Equality*. In this issue, we urge you to examine outdated ways of thinking. We invite you to imagine new ways of working, designing life-courses, and even being men and women.

Even in a world where we can invent new work structures and create work habits to spark creativity and personal happiness, we often find ourselves recreating what we know from the past. We continue to think in ways established in the manufacturing era. We evaluate effectiveness with fixed inputs and output—hours labored, costs saved, productivity enhanced. Dramatic shifts in the workplace—women flooding into paid labor, increases in dual-income families, and an aging workforce—provide opportunities to rethink work. In a world where new ideas spark big shifts in how we live, it is time to bring that same creativity to how we work and how we fit work and family into each day.

In order to rethink work, we start by exploring the barriers to women's advancement in the workplace and look at workable solutions to shift the conversation. Understanding these barriers can become a tool to spotlight how work habits can be stuck in old ways of thinking.

We then move to rethink work-life design. With life expectancy in the U.S. increased by 30 years in the past century, Stanford psychologist Laura Carstensen asks, what we will do with the gift of this additional 30 years? She opens our eyes to the possibility of re-envisioning our professional and personal lives to account for these extra years. Then, we explore the complexity of outsourcing tasks—even the most personal duties. We share “time hacks” to gain time affluence, rather than feeling time impoverished.

Last, we rethink masculinity. We explore the foundations of masculinity, the rules and norms of manhood that shape the opportunities and limitations for men and male-female interactions. We can find inspiration from men in the movement and anti-sexism advocates in Hip-Hop.

These conversations top a tremendous year at the Clayman Institute. In March 2013 we launched our online Voice & Influence program as the founding education partner of LeanIn.org established by Sheryl Sandberg and Gina Bianchini. The organization aims to empower women to lean into their ambitions. This launch enabled us to bring gender research and education to a broad, hungry audience and, ultimately, to shift the conversation about leadership so that men and women can be equally imagined as successful breadwinners and homemakers.

This year has been a remarkable journey, made possible by the support and enthusiasm of so many new and stalwart advocates for gender equality. Enjoy!

*Lori*

LORI NISHIURA MACKENZIE

Executive Editor, *upRising*

Executive Director, Michelle R. Clayman Institute for Gender Research



# What are the barriers...

## LEVELING THE PLAYING FIELD

Eliminating gender bias in the workplace

by Susan Fisk

To create effective workplaces where all people—men and women—can thrive, we need to first examine the hurdles that limit change. We need to rethink the way work is structured so that we can create a level playing field.

Since the 1970s, the percentage of women musicians in orchestras rose from 5 percent to 25 percent. What changed? Did orchestras aggressively recruit women, or did more women study music? The solution was as simple as auditioning musicians behind privacy screens. From behind such barriers, judges now evaluate musicians without knowing their gender. The result: Now candidates are judged more fairly, and more women make the cut.

“We can probably assume that the judges wanted to hire the best musician possible,” says Stanford sociologist Shelley Correll. “Yet gender affected how they saw the quality of men and women’s performances.”

Correll argues that gender stereotypes unconsciously bias evaluations in ways that are often male advantaging. However, “with proper procedures in place and with appropriate effort, we can reduce and even eliminate these biases.”

While gender stereotypes introduce biases into the workplace, there are ways to create work environments where all people, men and women, can thrive. In order to craft these solutions, it is important both to understand how stereotypes produce disadvantaging effects and to identify changes that will reduce those effects of gender bias.

Gender stereotypes function as “cognitive shortcuts” in information processing. In a situation where there is a lot of information to evaluate, it is natural to seek shortcuts to navigate this information. According to Correll, these shortcuts often include our implicit use of (what we think we know about)

categories of people in order to judge individual men and women. Put simply, we use stereotypes.

Stereotypes, says Correll, lead to errors in decision-making. Instead of helping us make good decisions, stereotypes lead us to make decisions that favor certain types of people—and disadvantage others. In the case of orchestras, one can assume that the evaluators wanted to make the best choice, yet stereotypes about musicians led decision makers to pick predominately male musicians.



Photo by Nancy Rothstein

### STEREOTYPES, SHORTCUTS, AND BAD DECISIONS

Correll explains that in one research study, participants rated two applications for police chief. Although the candidates were similarly qualified, one had more education while the other had more experience.

When no names were attached to the applications, participants overwhelmingly preferred the applicant with more education. However, when male and female names were attached to the applications, participants overwhelmingly preferred the

# ...and what

application with the male name, even when he had less education.

“Stereotypes led to a shifting of the very criteria that were deemed important,” Correll explains. Because stereotypes, she suggests, guided participants to expect to see a male in the role of police chief, they unconsciously shifted their evaluation criteria—favoring either education or experience—in order to justify hiring the male candidate.

The increased scrutiny of women continues even when women and men are on the job. Research consistently finds that women have less influence in group settings, their contributions are judged less positively, and they are less likely to get credit for their ideas.

The power of stereotypes explains, in part, the dearth of women leaders. After all, many of our stereotypes about work and leadership are male advantaging. We implicitly believe that men are better at certain roles or tasks—as the police chief example reveals. What this means, Correll explains, is that the man ends up being judged by a more lenient standard than the woman, as if the bar is higher for women than it is for men. This difference in standards means that there will be more men than women on the other side of the bar.

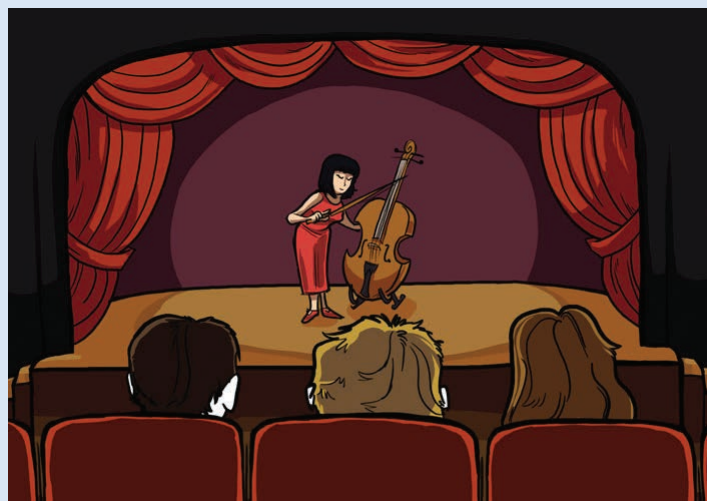
Correll has a number of suggestions for organizations to help break the tendency to use stereotypes as cognitive shortcuts and, in turn, bring more women on the other side of the bar.

#### CREATING CHANGE

Organizations must educate, or ‘arm the choir,’ by giving well-intentioned men and women the tools to avoid bias themselves and the tools to think about changes within their organizations.

Correll argues that organizations must establish clear criteria for evaluations. The more formal the criteria, the more women and underrepresented minorities will be hired, according to Correll. For example, in the police chief study, researchers were able to reduce the bias against the woman candidate by asking participants to commit to evaluation criteria before viewing the applicants.

Organizations must evaluate the criteria they use to ensure it is the correct approach. This is because criteria often come about through historical means. People look around and see who was successful in the past. But this does not necessarily predict who will be successful in the future.



Graphics courtesy of Emily Barbary

Organizations must hold decision-makers accountable for their decisions and be transparent, instead of relying on a hunch. Individuals can do the same for their decisions. Tracking numerical progress toward gender equity is also essential, as organizations “manage what they measure.” It also signals to workers that it is something that the organization cares about.

We can all endorse the competence of women leaders. This helps minimize the stereotypically driven doubts about women leaders or women in stereotypically male roles.

Correll urges organizations to adopt these changes, as they not only promote equality, but are also good business. Judging women and men by the same standard allows organizations to hire more qualified candidates, make better decisions, and more effectively use the existing talent within their organization. ♦

*can we do about them?*

# SEEING THROUGH THE GLASS CEILING

by Alison Wynn

From Marissa Mayer's success at Yahoo! to Sheryl Sandberg's leadership at Facebook, women tech executives create quite a stir in Silicon Valley. For some, the rise of a female leader—especially in a male-dominated field—seems to indicate equality. Others worry that these superstar women make the glass ceiling seem more impenetrable to those with fewer resources.

But do women who break through the metaphorical barrier actually see the glass ceilings they purportedly broke through? Or are these glass ceilings somehow invisible to them? Answers to these questions are more complicated than you might think.

To better understand the issues at play, sociologists Erin Cech (Rice University) and Mary Blair-Loy (University of California San Diego) conducted a research study to examine which factors impact women leaders' perceptions of the glass ceiling.

Women who are most likely to encounter powerful barriers due to their work and family circumstances (working long hours, being the family breadwinner, having young children) are also most likely to recognize how structural factors affect their own and other women's success. In other words, these women are more likely to see the glass ceiling.

In contrast, the most successful women, and women with strong connections to certain institutions such as graduate business schools, are more likely to believe that individual actions drive success. They are less likely to see the glass ceiling.

The implications of Cech and Blair-Loy's research have far-reaching consequences. Whether leaders recognize the glass ceiling may affect how they design future organizational structures and promotion opportunities for upcoming generations of women.

The researchers studied members of ISIS (pseudonym), a nonprofit professional association for women in science, technology, and allied fields. ISIS women have achieved substantial career success and work within a competitive region of California. The study sought to uncover if differences in work or family situations impact whether women see inequality more as a result of the organization (structural reasons) or as a result of individual efforts (meritocratic explanations).

Rather than focusing on the traits of any single woman, structural explanations point to larger cultural and institutional factors outside the individual. For example, as a result of stereotypes, women often face higher standards and penalties than do equally qualified men. Thus, stereotypes create structural barriers, with broader impact than one's individual experience.

Meritocratic explanations assume that individual talent and effort bring proportional rewards, such as pay and promotion. According to this logic, if women have not achieved as highly as men, it is because women lack sufficient education, experience, or desire to reach the top.

Both types of explanations could explain high achievement. Successful women may experience structural barriers: They face stereotypes in their day-to-day lives and encounter resistance when demonstrating leadership. On the other hand, high-achieving women

want to believe the system in which they succeeded is fair. To view their own success as legitimate, these women recognize their hard work, drive, and smart choices as the secrets of their success.

So which is it? Do these women favor structural or meritocratic explanations? Cech and Blair-Loy uncovered a complex reality.

Structural explanations are most common among women who experience day-to-day situations that challenge the assumption that individual effort drives success. In the study, 60 percent of the respondents favored structural explanations. Women who work more hours, serve as primary breadwinners in their families, or have young children are more likely to perceive the glass ceiling. Such women may encounter visible and persistent barriers that activate their awareness of structural causes of inequality.

While some women may see their promotion opportunities dwindle once they have a young child, others seem almost immune to seeing the glass ceiling. The research shows that women with advanced business degrees, married women, and women in one of the top two positions in their companies relied on meritocratic explanations of gender inequality. In all, 40 percent of the sample favored meritocratic explanations. "Over a quarter of these respondents blamed women themselves, [assuming] that they are overly committed to their families, or have no desire, or there is nothing holding them back," Cech explained.

Women at the top, especially women in male-dominated fields, often overcame substantial barriers to get where they are today. To succeed, they had to push beyond organizational barriers. This success strategy can include ignoring the barriers and focusing instead on individual effort.

In this sense, the very skill that enabled them to succeed may be the reason they are not the first in line to implement new policies that help other women. However, rather than blame these high-achieving women, we should seek to educate them—and male colleagues—on the ways structural barriers create gender inequality.

"One of the take-home policy messages of this [study] is that we can't assume that anybody understands the basis of inequality," Cech said. "It has to be something that people are taught to see and understand, or else they [may] behave in a way that reproduces that very structure." ♦

The inaugural Myra Strober Prize has been awarded to Alison Wynn for her article "Seeing through the glass ceiling." The prize recognizes a Stanford student who writes a compelling *Gender News* article about women's education, work, family, or the nexus of work and family. Funded by the Strassmann-Smisek Fund, the new prize recognizes the work of Professor Myra Strober, a groundbreaking Stanford labor economist who was the Clayman Institute for Gender Research's founding director.

# CAN WE RETHINK WORK-LIFE FIT?

Workplaces and families are two of the strongest social institutions shaping our lives, but figuring out how they fit together can often be an afterthought. In this section, we ask leading academics to help us think in new ways about planning a lifecourse, sharing work, utilizing time, and outsourcing— all with the aim of creating work-life fit, not work-life conflict.

## IN THIS SECTION

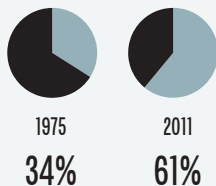
- **New lease on life:** Laura Carstensen calls the extended life expectancy a gift of 30 years of life. She challenges us to rethink how we use those years to create better work-life fit.
- **Rethinking time:** Jennifer Aaker recommends rethinking time. The Stanford School of Medicine experiments with time banks. And authors Sharon Meers and Joanna Strober advocate sharing it all in order to have it all.
- **Purchasing the personal:** Does outsourcing the personal offer a solution to work-life fit?

## THE CHANGING LANDSCAPE OF WORK AND FAMILY

THE NOTION OF ONE BREADWINNER AND ONE CARETAKER IS BECOMING INCREASINGLY RARE. DUAL-EARNER COUPLES ARE THE NEW NORM. AS WE REDESIGN WORK, WE MUST ALSO THINK ABOUT REDESIGNING HOW WORK AND LIFE FIT TOGETHER SO MEN, WOMEN, AND FAMILIES CAN THRIVE.

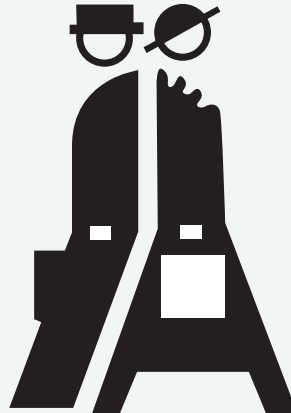
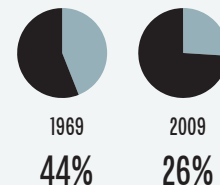
### WOMEN HAVE FLOODED THE PAID LABOR FORCE IN RECENT DECADES

LABOR FORCE PARTICIPATION RATE FOR WOMEN WITH CHILDREN UNDER 3.  
[U.S. Bureau of Labor Statistics]



### MOST FAMILIES NOW HAVE TWO PARENTS WHO WORK FOR PAY OR ONE PARENT RESPONSIBLE FOR PAID EMPLOYMENT AND CAREGIVING.

PERCENTAGE OF MARRIED-COUPLE HOUSEHOLDS WITH STAY-AT-HOME WIFE.  
[U.S. CENSUS BUREAU]



### SINCE THE WAY MOMS AND DADS SPEND THEIR TIME HAS CHANGED, WORKING PARENTS OF BOTH GENDERS REPORT FEELING STRESSED JUGGLING WORK AND FAMILY LIFE.

PERCENTAGE OF WORKING PARENTS WHO SAY IT'S VERY OR SOMEWHAT DIFFICULT TO BALANCE WORK AND FAMILY RESPONSIBILITIES.



56% of working mothers



50% of working fathers



# NEW LEASE ON LIFE

by *Christin Munsch*

In the past century, life expectancy has gone up by 30 years. Can we use this gift of longevity to rethink our life and career paths? Can we be more creative than simply tacking on those 30 years to an extended retirement? Researcher **Laura Carstensen** challenges us to find a new lease on life.

**W**ith more than 90 percent of employees reporting work-family conflict, people today work long hours, have little control over their work schedules, and receive insufficient support from supervisors and colleagues to manage it all. Demanding work schedules, in combination with family and personal obligations, leave workers frenetic and exhausted—especially women, who often assume a disproportionate share of housework and childcare duties.

Psychologist and public policy scholar Laura L. Carstensen might have the answer to ease the burdens of work-life fit.

beginning and easing out of work at the end.

"There are indeed many problems we need to solve," Carstensen admits, "but added years of life are an extraordinary opportunity to improve quality of life at all ages. We have more time to pursue our dreams, realize our goals, be with our friends and families."

## AN EXTRA 30 YEARS

"We've been given a remarkable gift with no strings attached: an extra 30 years of life for the average person," says Carstensen. "We don't have to pack everything into the beginning."

For most of human history, Carstensen explains, life expectancy was between 18 and 20 years. That number crept upward over time, hitting the mid-30s in the nineteenth century. Then, due to inoculation against disease, sustainable agriculture, and systematic waste disposal, humans suddenly started living much, much longer. Today, the average life expectancy is 78 years and climbing.

"Because long life appeared so suddenly," argues Carstensen, "we lack new social benchmarks that tell us when to get an education, marry, work, and retire."

Carstensen's idea? A reorganization of the current life stages. After all, she notes, with increasingly longer lives, retirement is the only life stage that has been elongated. Currently, many people go to school, enter the workforce, and find a mate at a relatively young age, often starting families in their mid-20s. As a result, they reach the peak of their careers while raising young children and sometimes supporting older relatives. During this stage of life, they work long hours and are the most stressed.

Then, at age 65, workers retire and are finally able to pursue leisure activities. Carstensen believes that this approach is outdated. "This model was built for short lives, not long ones," she says. "It makes no sense to cram all of the work into the beginning and all of the relaxation into the end."



Photo by Paige Parsons

Carstensen urges a reimagining of how we organize our entire lives. As detailed in her new book, "A Long Bright Future," Carstensen advocates extending the total number of years Americans spend in the labor force, easing into work in the



## RETHINKING CAREER MAPS

Scholars of the modern workplace have advocated rethinking traditional career trajectories. Where workplace advancement has traditionally been thought of as a "ladder," some scholars and companies are experimenting with "career lattices." Under a lattice model, workers could ramp up or ramp down their engagement in the workplace, to better accommodate the demands of their family or personal lives—all without stepping off the path to career advancement and promotion.

Carstensen agrees with these scholars—and she adds an additional piece to the puzzle. Longevity, she explains, gives workers a chance to retire at a later age. Carstensen recommends that Americans work longer but at a more moderate pace. Adolescents and young adults could spend a few more years pursuing an education, traveling, and trying out different careers. They could ease into the workforce and opt for flexible and part-time work during the years they are completing their educations, finding the right career, or caring for young children. Full-time work would peak between the ages of 50 and 80, and older workers would ease back out of the workforce just as gradually.

This new approach to mapping careers, says Carstensen, is for everyone, not just mothers. Although the burden of balancing work and family has historically fallen more heavily on mothers than fathers, Carstensen argues that easing into careers would remove the stigma from part-time work.

"If we change work and make flexible work something men and women can access when they have children, men will get involved. Men like to spend time with families too." Work and family would be spread throughout all of life's stages, as would education and leisure.

## IMPLEMENTING CARSTENSEN'S PLAN

Carstensen believes we need to find workable solutions for redesigning long life. She is not suggesting that we force seniors, or anyone else, to remain in the labor market. Rather, she advocates providing financial incentives—in the form of larger Social Security checks—for those who stay in the labor force longer. Meanwhile, Carstensen's program would strengthen the long-term viability of the Social Security system by increasing the size of the workforce such that more people would pay in, and fewer people would draw benefits. Currently, retirees can receive greater Social Security benefits by delaying their start date, but this



Photo by Paige Parsons

benefit increase is truncated at age 70. Carstensen reasons that if Social Security benefits increased with time—only supplementing income as people phased out of work—there would be enough funds to fully support the very old and to finance assisted-living environments as needed.

The model that Carstensen proposes—one in which employees ease into and out of the workforce—seems to contradict current workplace climate. But Carstensen believes that change should begin within organizations and that they could reap big benefits. "Employers will come to need experienced workers, and in order to lure them in, they'll make accommodations," she says. Part-time work could also be instrumental in improving engagement and retention for employees with families. According to Carstensen, "smart entrepreneurs who offer family friendly flexible work will benefit enormously from the talent they can attract." ♦

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LAURA L. CARSTENSEN is a professor of psychology and public policy at Stanford and the founding director of the Stanford Center on Longevity. A former Clayman Institute director, Carstensen has published over 100 articles on life-span development. She is the author of "A Long Bright Future: An Action Plan for a Lifetime of Happiness, Health, and Financial Security."



# NEW PROGRAM USES 'BANKING' TO TAKE AIM AT WORK-WORK AND WORK-LIFE CONFLICT

by Lindsey Trimble O'Connor

Most of us are familiar with "work-life" conflict, but we may be surprised to hear that workers in certain professions actually report "work-work" conflict.

An average day for an academic medical faculty member at Stanford's School of Medicine, may, for example, include preparing a grant application, meeting with coworkers, advising students, and grading papers for a medical course—all of which compete with lab work and clinical care. While grading papers and advising students is important, it is not considered mission-critical; in other words, this work will not help in promotion or tenure reviews.

Faculty at the School of Medicine fit these competing responsibilities into work weeks that regularly total 65 or more hours. Add to these the typical work-life conflicts of balancing career, family, and personal interests, and it is no wonder that a recent faculty survey listed work-life balance as a top concern.

As women are more likely to have responsibility for home- and children-care tasks, they often experience greater work-life conflict. Likewise, women in academic medicine are more likely to experience work-work conflict than are their male colleagues, resulting in a double hit to their schedules.

Relief may be on its way. Academic Biomedical Career Customization (ABCC) is a pilot program that prompts faculty to create customized career plans, encouraging them to address work-life issues by varying their workloads and responsibilities over the course of their careers. The program also includes a "time banking" system, where faculty earn credits they can cash in for help with certain tasks at work or at home. ABCC helps faculty address work-life balance by encouraging them to diversify their workloads and responsibilities over the course of their careers to meet their evolving individual priorities.

The program urges faculty to accelerate their careers when possible and decelerate when family and personal responsibilities are greatest. Faculty are coached to identify their short- and long-term goals, recognize points in their career where they may have increased family or personal responsibilities, and then create customized career plans.

ABCC also fundamentally alters the way faculty are rewarded for the work they do. In the "time banking" system, faculty earn credits for taking on additional teaching and service responsibilities. Using an online program, faculty track their hours spent on non-research related activities, like teaching classes or serving on university committees. As the time accumulates, they earn credits, which they can use to help alleviate either work-life or work-work conflict. In this way, faculty reinvest the credits in their own career advancement and work-life fit. ♦



Photo by Rachael Towne, Flickr Commons

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The ABCC program was co-created by Dr. Hannah Valentine, Senior Associate Dean for Diversity and Faculty Development at the SoM and Dr. Christy Sandborg, Vice President of Medical Affairs at Lucile Packard Children's Hospital. Dr. Caroline Simard, Associate Director for the SoM Office of Diversity and Leadership, is implementing the ABCC pilot. Dr. Jennifer Raymond, Associate Professor of Neurobiology, is Associate Dean for Faculty Career Flexibility and has been working on the design and implementation of ABCC.

# RETHINKING TIME



Research supports the old adage that money does not buy happiness. Attaining money, promotions, or even winning the lottery does not make people happy. In fact, when people aim for happiness, they are less happy than if they do not.

Deciding how you spend what time you do control is the greatest tool you have in realizing happiness. No one has full control over their schedule, yet even with a scarcity of time, you can choose activities that are more likely to lead to happiness. While many feel impoverished of time, Stanford professor Jennifer Aaker focuses on concrete ways to use time as a tool for cultivating happiness. As a result, you can learn to be time affluent.

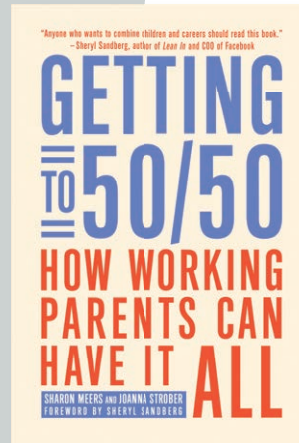
## TIPS FOR RETHINKING TIME

**1 Find activities that serve multiple goals.** “Multipliers” are single activities that fulfill multiple goals (not to be confused with multi-tasking, which is multiple activities at a time). You have many parts to your life, and each part has unique goals. Dividing your time between goals can leave you feeling short of time. Instead, create a single activity that achieves multiple goals. For example, talk through a project with a colleague while going for a walk.

**2 Understand what energizes you** and gravitate toward those things. Projects and people who energize you are not only more fun, but also fuel more energy.

**3 Breathe deeply.** Slow, deep breathing, focused on the present, expands your sense of time. Even five minutes of deep breathing leaves you more focused, productive, and happy.

**4 Calendar what matters.** While you might find these tools useful, you will only do the ones that find their way into your calendar. Be intentional. Make a daily list. Put multipliers in your calendar.



Working couples might be able to have it all—if they agree to share it all. A core belief behind Sharon Meers and Joanna Strober’s book “Getting to 50/50” is engaging partners equally at home—to the benefit of kids, couples and careers. Based on interviews with parents, studying social-science research, and reflecting

on their own busy lives, Meers and Strober say it all starts with knowing what conversations to have, and then having them—early—to build good 50/50 relationships.

# PURCHASING THE PERSONAL

by Sharon Jank

Studies increasingly report men and women's difficulty balancing work and family responsibilities, so it may be no surprise that outsourcing—of care work, household chores, and office duties—is at an all-time high. Sociologist **Arlie Hochschild** urges us to rethink what it means to live and love in a commoditized world.

**Y**our partner has found the right words and the right moment. Whether it is on one knee at a fancy restaurant, atop a mountain, or on a big-screen television at a football game, the iconic “Will You Marry Me?” can be among the happiest moments for a couple. But what if a hired professional, not your beloved, had meticulously planned out that cherished moment? Companies like the Heart Bandits claim specialty in such “marriage proposal and romantic event” planning.

“You wouldn’t be alone on that romantic night when there’s ‘the ring discovery moment,’” said author and professor emerita Arlie Hochschild. “No, there are five specialists in the bushes who are with you making sure it goes well. It’s performance: It can go well, or not well. And you have to pay for it.”

According to Hochschild, personal moments of love—and sorrow—are increasingly being performed by paid employees. Singing a bedtime lullaby to a sleepy child, sitting by a parent’s bedside as they take their last breaths, and, yes, finding a romantic match with whom to spend a lifetime—these are just a few of the intimate services that we increasingly outsource to others.

Hochschild, a sociologist, draws on hundreds of interviews to explore how individuals, couples, and families navigate the commercialization of intimate life. Her latest book, “The Outsourced Self: Intimate Life in Market Times,” sheds light on how a marketized way of thinking has shaped strategies for answering the ever-increasing time crunch and emotional wrench of modern life.

In 1989, Hochschild’s best-selling book “The Second Shift” captured the public imagination by meticulously cataloging the “double day” of labor that working wives and mothers performed at home. This labor included such domestic and emotional work as childcare, housecleaning, and elder care. Now, more than two decades later, women make up half of the American workforce. Where can they turn for help with the various tasks that “The Second Shift” identified? Certainly not, notes Hochschild, to the progressive government policies enjoyed by their Norwegian or Swedish



Find me two dresses for two very different winter weddings

Mon. Nov 28, 3:00 AM for Maria D

TaskRabbit is an online and mobile marketplace that allows users to outsource small jobs and tasks to others. It is one way people are outsourcing everyday duties.

counterparts, such as year long parent leaves or compensation for care to family members. And not to neighborly helping hands from a community of yesteryear. As “The Outsourced Self” documents, the main place to which women—and men—are now urged to turn is to market services.

Some such services we need, Hochschild notes, but the market is a double-edged sword. Services meet our needs but



Photos by Paige Parsons

"TaskRabbit is filling a real need, helping busy people get things done by trusted community members trusted people in their community.

We see a wide range of tasks posted everyday—from the mundane, like returning an ill-fitting shirt, to the extraordinary."  
—Stacy Brown-Philpot, COO of TaskRabbit

also create needs. Services save us time but also lock us into long workdays in order to continually pay for them. And while they give us a chance to relate to loved ones, they can—despite the intentions of everyone involved—also remove us from some of the ways that we say to each other "I care."

"The Outsourced Self" does not simply catalog ways that the personal arena can be bought and sold. Rather, the book offers rich accounts of how individuals manufacture and maintain intimacy in their relationships even as the pace of life quickens and demands multiply.

Several factors drive us to see outsourcing as a solution to our increasingly busy lives, explains Hochschild. A minimum wage that has not kept stride with inflation contributes to longer working hours. This trend, in addition to the erosion of social services, undermines the ability of families to care for themselves. American ideals of individualism and self-sufficiency spur anxiety. That angst drives people to look for solutions, and often market ones are the most visible.

#### DRAWING LINES

Hochschild relays the story of Evan, a love coach for hire, and his client, Grace. Evan offers a comprehensive service that manages every aspect of Grace's online dating and, for the most part, she solicited his help. But when it came to Evan sifting through Grace's potential dates to help pick out the most promising matches, Grace explained that she was "the only one who can tell who is and isn't promising" as a future partner. She wanted to be able to tell her partner, once they were together, "I chose you myself."

This is where Grace drew a line between attachment and detachment. The act of selecting a potential mate was symbolic for Grace in that it protected her conceptions of intimacy, allowing her to fulfill her expectations of bonding and attachment in the depersonalized process of outsourced dating.

It is in this context that Hochschild asks how people, couples, and families decide what tasks to pay for and what to do themselves. She finds that within the jumble of outsourced and non-outsourced tasks, there are often emotional strategies to keep "personal life personal." Protecting weekends, befriending caregivers, taking credit



## Re-season my (very) old cast iron skillet

Thu, Oct 27, 6:00 PM for **Catherin H.**

for tasks done by another in order to manage impressions—these strategies, according to Hochschild, indicate a need to balance expectations of relational closeness with the decision to outsource emotional work.

"I'm interested in how people draw lines in their lives," Hochschild says, "lines that reveal the marketization of our lives, thought patterns, and the actions that follow. These lines aren't already there, we do them."

#### ANOTHER WAY

While viable alternatives to outsourcing often counter the myth of independence, Hochschild urges us to "brainstorm other options." As an example, Hochschild points to "resilience circles"—small community-based groups that come together to increase individual security via mutual aid, social action, and community support. These types of alternatives, Hochschild hopes, will directly benefit the members and also revitalize communities and inspire creativity and connection.

Industrialization and technological advancements have allowed for the outsourcing of a huge portion of daily living—from agriculture and food production to clothing, education, and healthcare. Hochschild is particularly interested in the implications for the domestic arena, an area still widely associated with women and femininity. Hopefully, as these tasks are increasingly 'outsourced' to husbands, dads, brothers, and sons, assumptions about gender and caregiving will continue to evolve.

However, seeking only market solutions is a mixed bag, Hochschild warns, with the potential to make solutions available only to those who can afford to purchase them.

Regardless of one's opinion on outsourcing and the commodification of our lives, accepting Hochschild's invitation to contemplate where we want a marketized approach—and where we do not—is something we all must do for ourselves. ♦



ARLIE HOCHSCHILD is professor emerita at the University of California, Berkeley. She is a bestselling author and a renowned scholar in the fields of sociology of culture and emotion. She is the author of numerous books, including "The Managed Heart," "The Second Shift," "The Time Bind," and "The Outsourced Self."

# RETHINKING

**T**he journey from adolescence to adulthood is marked with a new stage of human development, argues sociologist Michael Kimmel. Nearly 15 percent of the total male population in the U.S. is currently in this stage, which Kimmel names “Guyland” (page 16). Populated by mostly middle-class, white, unmarried men between the ages of 16 and 26, Guyland is “the perilous world where boys become men.” In Guyland, the rigid rules of masculinity gain firm footing, creating norms that will shape the futures of both men and women beyond the early Guyland years.

In this special section on Rethinking Masculinity, we learn about interaction between femininity and masculinity. As women who climb the corporate ladder struggle to lead in a traditionally male world, we discover that men have a parallel struggle to parent in a woman’s domain. Both are penalized for crossing gender boundaries.



Photo by B. Krishdul

## IN THIS SECTION

- **Guyland:** Sociologist Michael Kimmel sheds light on the journey into manhood, lined with tests, peer pressure, and rigid rules that become benchmarks carried into adulthood
- **Flexibility stigma:** Men who assume traditionally female roles of caretaking face social minefields and penalties for taking time off to parent
- **Beyond beats and rhymes:** Venturing deep into the heart of misogyny, anti-sexist activist Byron Hurt uses Hip-Hop as a tool to educate

## MEN IN THE MOVEMENT

by Miranda Mammen

Rob Nimmo first became aware of how gender impacts opportunity in 1968 when he graduated from Stanford and took a job at Citibank.

“My wife was also a Stanford graduate,” says Nimmo, who grew up in Australia and went to boarding school in the United Kingdom before coming to Stanford. “I was recruited and made an officer of the bank from the first day, and women, like my wife, were not given those kinds of opportunities.”

Over the years, that awareness stayed with him. So as Nimmo moved up the corporate ladder, he tried to use his influence to open up opportunities for women. For example, while at Citibank he created a requirement that hiring committees consider diverse candidates, including at least one woman. “In the early days,” he remembers, “that was always a bit of a push.”

Nimmo is gratified to see that overall, the industry seems to be changing, albeit slowly. “In finance in particular, women have come a long way,” says Nimmo. Women have made more strides in areas more

# MASCULINITY

This tradition of the primary male earner punishes both men who parent and women who seek traditionally male breadwinning duties. This norm is, in part, the reason why women hit the glass ceiling and experience criticism for “bossy” behavior and scrutiny when in traditionally male roles. Meanwhile, men are punished on the job for being “soft” and for shirking breadwinning responsibilities in order to parent. As these gender norms play out, men face penalties: from cutting remarks in the hallway to quitting a job to avoid admitting the need to manage parenting responsibilities during work time.

Yet, at other times, male-female interactions shed light on new solutions for both men and women. The unequal treatment of one man’s wife at work had our “man in the movement” take a strong interest in providing equal opportunities for women in the banking industry. In Denmark, researchers discovered that CEO dads who have daughters are more likely to be generous to all workers, particularly to women employees (page 19).

This section ends by looking at the misogynist images and messages in Hip-Hop across the decades. We highlight one man’s work to move beyond beats and rhymes to messages of empowerment and responsibility.

Rethinking Masculinity is as equally important to the drive toward gender equality as Rethinking Work-Life Fit and Rethinking the Future of Work. This section addresses a critical piece of the puzzle in the movement toward a society where all people—men and women—can thrive. ♦



closely associated with traditional women’s work, such as human resources and marketing, and fewer strides in areas like corporate finance and mergers and acquisitions. But, he says, there is an increased opportunity in the industry.

After retiring from his career in banking, Nimmo’s passion for gender equality found a natural home at the Clayman Institute. In 2006, he established funding for four doctoral fellowships in his late wife’s name, and he later joined the Advisory Council, where he works to amplify the research produced by Clayman affiliates.

“Interacting with scholars through Clayman has helped me understand a lot more about the many areas in which we still have to work harder for women to have a level playing field,” he says. “I’ve just been shocked. The more I hear, the worse the story gets in so many different areas. I’ve certainly received a big education in that respect.”

He encourages young men to learn more about the status of women: “It will make you angry and amazed and disappointed, but we’re moving in the right direction.” ♦



Image courtesy of I Thrive @ Stanford

# THE LOST BOYS IN N

**Michael Kimmel** discovers the perilous place where boys become men. In *Guyland*, he maps the territory of emerging adulthood. by **Adrienne Rose Johnson**

**Y**oung people navigating the murky period between adolescence and adulthood have been called “adulolescents,” “emerging adults,” and “twixters.” These so-called over-parented and under-achieving young adults are a new breed who, as “Newsweek” put it, mooch off parents’ payrolls even as the “safety net becomes a suffocating blanket.” The media is rife with worry that these almost-adult 16- to 26-year-olds will never grow up—that they live in a Peter Pan world of pixie dust, not an adult world of accountability.

But the media has never done what Michael Kimmel does in *“Guyland: The Perilous World Where Boys Become Men.”* Cutting through the fear that America’s children will never grow up, Kimmel maps the territory of emerging adulthood and, as he so succinctly said in his Stanford talk, “I gender it.” Although men tend to dominate this media outcry, masculinity, Kimmel says, is often overlooked. Kimmel illustrates that the struggle to grow up male in America is saturated with absurd, often violent, masculinity-testing rituals.

“Guyland” is Kimmel’s name for the land where young men suffer and stutter between boyhood and manhood, where their tremulous masculinity is tested time and time again, where sex is mistaken for intimacy, where cowardice is masked in courage, and where young men wonder if they are ever going to be the men their fathers were. It is a land of great bravado but little bravery. It is a land of boys on the brink. And it is in this land that boys stumble—falling often and bruising more—toward becoming men. While these lost boys are the easy targets in *Guyland*, Kimmel points out that it is their parents, teachers, and coaches who are actually failing these young men.

Kimmel does more than to chart the damaging gender dynamics that harm men and women alike in contemporary

society: he offers a solution. With sympathy and discipline, Kimmel calls upon the men in his generation to give their sons a different definition of masculinity—one not defined by the disregard of women, asinine pranks, or silly games but by integrity, pride, and respect.

Men can only be made, Kimmel argues, by valuing integrity rather than indifference, practicing real bravery over empty bravado, and respecting young men rather than dismissing them as the “boys” who, as we all can only hope, will no longer “always” be boys.

## IN GUYLAND, GENDER IS INVISIBLE

“Women made gender visible,” Kimmel reflected, “but gender is invisible to men.” It used to be, Kimmel remembered, that “a boy became a man when he completed school, got a job, and began to raise a family.” These markers have been pushed further and further back. Men are getting married later and staying in school longer. At the turn of the century, Kimmel explained, “boys entered the workplace, and adulthood, at 16.” Now, of course, we live in a far different world.

The enormous strides made by the women’s movement—workforce participation, educational attainment, sexual agency—have not been matched by an increase in men’s careers or educational growth. From the stagnation in real wages since the 1970s to the crumbling of the labor union system, traditionally “masculine” jobs have given way to softer service sector jobs. Though women still earn 77 cents to a man’s dollar, working-class men are no longer leaving school “for the farm or the factory,” but, rather, to the Starbucks or the Sears. Men employed in service jobs still out-earn women, but their identity is complex—especially if, like most American men, they also rely on their wives’ income.



# EVERLAND

Although folding jeans or brewing lattes does not assert masculinity like welding auto parts, Kimmel argues, many of the more atrocious rites of passage have filled those gaps. College campuses and, in particular, fraternities, are notorious for their cockamamie schemes to initiate boys into the men's club.

## WRONGS OF PASSAGE

Over the course of his research, Kimmel found some bizarre rites at nearly 300 colleges and universities in the United States. Fraternities and other clubs haze new members with rituals designed to humiliate. Young men have died from these rituals—rituals that all too often involve poisonous amounts of alcohol (surveys estimate that 80 percent of fraternity members are binge drinkers), unbearable conditions (like being forced to stand naked in raw sewage), and unthinkable risks (blinded tight-rope, branding with a hot coat hanger).

Young men are also initiated with sex. In Guyland, men sleep with women to prove their masculinity to other men. One college student told Kimmel that, even in the midst of having sex with a woman, the student cared less for their pleasure than he did for the points it would score him with his fraternity brothers. If women are not game for a one-night stand, they are labeled as “bitches [who] resist men's ideas of how to behave.”

Rites of passage into manhood are a hallmark of many world cultures, Kimmel argues, but the hazing at American universities is unusually dangerous because they occur in a “vacuum of adult men.” Coaches, university administrators, and professors work under the premise of “plausible deniability” about the prevalence of dangerous hazing rituals. This abdication of responsibility— not the idea of initiation itself—is where the danger comes in. As a college professor and father himself, Kimmel recognizes his own complicity



iStockPhoto

in letting these rituals persist and the urgent need to intervene.

Not only is it dangerous when 19 year-olds initiate their 18-year-old buddies into manhood, it also does not work: Kimmel argues that these rituals result in the constant testing and re-testing of one's masculinity, which leads to both identity crises, and the bravado and machismo that hurts both men and women. Gender in Guyland, then, hurts women just as much as it hurts the boys yearning to become men.

Kimmel, unlike the coaches and university administrators who claim “plausible deniability,” urges his generation to take responsibility for its failure to make men from these boys. With braver leaders, more sensitive teaching, better parenting (especially fathering), and an involved adult presence on college campuses, Kimmel believes young men can “live through this stage more consciously, more honorably, and with greater resilience.” ♦



MICHAEL KIMMEL is among the leading researchers and writers on men and masculinity. He holds the position of Distinguished Professor of Sociology at the Stony Brook University in New York and is the founder and editor of the academic journal, “Men and Masculinities.” He is the author or editor of more than 20 volumes.

# IS THE IDEAL DAD AN IDEAL WORKER?

Despite the influx of flexible work options, researchers find stigma against dads who use flexibility policies. Designing policies that apply to all workers—not just parents—limits the impact of stigma.

by Lindsey Trimble O'Connor



Photo by peksh78, Flickr Commons

Fathers today spend nearly three times as many hours on childcare as their 1965 counterparts. But dad's family involvement is not without personal cost. According to new research published in a special issue of the "Journal of Social Issues," fathers who seek flexible work in order to work and provide childcare are negatively stereotyped and suffer career penalties. Furthermore, these penalties exist even at companies offering formal flexibility policies.

The editors of the JSI special issue, which include Stanford sociologist and Clayman Institute Director Shelley Correll and UC Hastings Law Professor Joan Williams, brought together top scholars to understand the "flexibility stigma"—the bias workers encounter when they signal the need for flexible work—and to unveil the cultural forces keeping workers from seeking flexible work arrangements.

According to Correll, an increasing number of organizations provide formal flexibility policies, but few workers actually take advantage of them. One reason is that workers worry about hurting their careers.

Research shows that these fears are well founded. Workers who take time off or temporarily reduce their hours for family reasons suffer a pay penalty. And, as it seems, dads who seek flexible work arrangements suffer even worse consequences than moms. One study shows that dads who seek part-time schedules for childcare face harsher character judgments relative to those made about moms. In another study, dads with caregiving responsibility report more co-worker harassment than mothers or childless colleagues.

## DADS WHO USE FLEX POLICIES ARE NOT GOOD WORKERS OR "REAL MEN"

What is behind the stigmatization of dads who use flex? According to Williams, Americans' belief in the "work devotion schema" is partly to blame. Williams defines the work devotion schema as the widely held belief that "work demands and deserves undivided and intensive allegiance." It suggests that work is, and should be, life's central focus.

This belief is built into company practices and policies and "includes an expectation that employees will minimize time spent on caregiving or risk stigma

# FATHERS AS LEADERS

## How CEOs' children affect employee wages

by Christin Munsch

Can the birth of a daughter affect the lives of hundreds—if not thousands—of people? According to new research, it does when the dad is a male chief executive officer (CEO).

Using data collected from 1996 to 2006 in Denmark, researchers Michael Dahl, Cristian Dezső, and David Ross found that, in general, the more children a CEO had, the less he paid his employees. However, having a first-born daughter was associated with an increase in wages for both men and women. Further, women benefitted more, receiving increases of about 1.1 percent, whereas men's wages grew only by about 0.6 percent.

The authors conclude that daughters may make men nicer and more aware of feminist issues, such as the gender gap in wages. Other researchers have made similar arguments. In 2008, Yale economist Ebonya Washington found that U.S. legislators with daughters tended to vote more liberally. In 2010, other researchers found that daughters made people more likely to vote for left-wing parties. In other words, daughters seem to promote more collectivist and equitable beliefs.

Given growing economic inequality, might Dahl and his colleagues have stumbled upon an avenue for reducing the gender gap in wages and reinvigorating the stalled revolution? Celebrate male leaders with daughters.

and career penalties." Use of formal flexibility policies—by men and women—challenges the work devotion schema and sends the message to employers that flex users are uncommitted.

Men are particularly vulnerable to the flexibility stigma because we tend to equate being a good father with being a good provider. Therefore, if a man seems less-than-devoted to his job, not only is he seen as a bad worker, he is also seen as falling short of his breadwinning responsibilities. Researchers explain that there is a sense that “a man who makes caregiving responsibilities salient on the job is less of a man.”

### THE FLEXIBILITY STIGMA IS ESPECIALLY POWERFUL FOR BLUE-COLLAR AND LOW-INCOME MEN

Williams points out that the flexibility stigma works differently for different dads depending on socioeconomic background. In professional and managerial workplaces, men prove their masculinity through working brutally long days. Previous research shows that working long hours is seen as a way of turning pencil pushing or computer keyboarding into a manly test of physical endurance. When professional or managerial men take a career break, work part-time, or are unwilling or unable to work extreme hours, their work ethic and their masculinity are called into question.

Men in blue-collar or low-wage jobs are also expected to put work first, according to Williams. But these men have less power and control in the workplace than their more privileged counterparts, and so their masculinity may be particularly fragile. For this reason, blue-collar and low-wage men are especially likely to experience flexibility stigma when they seek workplace flexibility. They face harassment and teasing when coworkers and employers find out about their family responsibilities and often go to great lengths to hide their caregiving responsibilities.

### WORKPLACE FLEXIBILITY CAN BE A WIN-WIN

Flexibility policies could provide needed relief for parents. According to the PEW Research Center, half of working parents with children under the age of 18 struggle to balance work and family.

According to Correll, flexibility is good for business too: “Workers increasingly list flexibility as one of the most important criteria when selecting a job,” she says. “Companies have long known that offering flexible workplace arrangements is important for retaining women, but young men are just as likely as young women to value flexibility.”

For Correll and Williams, studying the contours of this stigma is the key to understanding the slow uptake of flexibility in the workplace and may provide insights into how policies can be redesigned to better serve workers and companies. Correll suggests that one way to lessen the flexibility stigma would be to design policies that automatically include everyone—rather than only those workers who need different arrangements. ♦



SHELLEY CORRELL is the Barbara D. Finberg Director of the Michelle R. Clayman Institute for Gender Research at Stanford University. She is a professor in the Department of Sociology.



JOAN WILLIAMS is a Distinguished Professor of Law at the University of California Hastings College of the Law, UC Hastings Foundation Chair, and the Founding Director of the Center for WorkLife Law at UC Hastings. She is a member of the Clayman Institute's Redesigning and Redefining Work research group.

# BEYOND BEATS AND RHYMES

Do corporations hold a monopoly on rethinking gender matters? In this article, we take a look at popular culture and a documentary filmmaker who asks men engaged in Hip-Hop to "take a good hard look at ourselves." by April Gregory

As a young man, Byron Hurt loved Hip-Hop. At the same time, he was bothered by the misogyny, violence, and homophobia he saw as frequent themes in the genre. Hurt's evolution as a young man dealing with this conflict is the driving force behind his 2006 documentary film, "Hip-Hop: Beyond Beats and Rhymes". The film was screened at Stanford in an event co-sponsored by the Clayman Institute.

Hurt reveals that the music industry's commercial interests use misogyny and hyper-masculinity to override the creativity of Hip-Hop. But, the filmmaker argues, it does not have to be that way. He sees the positive response to his film as an opportunity to educate youth to rethink race and masculinity and to make informed decisions about what they see and hear in the music.

Hurt has been taking this message on the road. Seven years after its release, the film is still screened across the country and used as a tool for educating young people, especially young men, about the messages they encounter in commercialized Hip-Hop culture.

## A GOOD HARD LOOK

In the late 1970s, Hip-Hop emerged in the Bronx as a form of protest art and self-empowerment in communities of color. While much of Hip-Hop continues to reflect the legacy of "conscious rap," the emergence of "gangsta rap" in the 1990s and "bling mentality" in the 2000s created a schism in the Hip-Hop world.

Mainstream rap artists became increasingly preoccupied with violent, materialistic, and misogynist subject matter. In Hurt's opinion, what was once a vehicle for political self-expression devolved into a sexually exploitative form. Imagery and language that denigrated women became normalized and even venerated in popular culture.

Hurt's documentary chronicles this transition, emphasizing its implications for African American men in particular. "I sometimes feel bad for criticizing Hip-Hop," Hurt remarks in the film, "but I guess what I'm trying to do is get us men to take a good hard look at ourselves."

This self-examination is portrayed in the film through interviews with prominent rappers and Hip-Hop scholars, as well as Hurt's own personal ruminations. "I had to be

educated," Hurt told a crowded lecture hall at Stanford. "I had to be taught. And I had to be challenged about certain ideas about manhood."

## BREAKING OUT OF THE BOX

As an anti-sexist activist, Hurt has worked extensively with organizations serving young men, particularly young men of color, to assist them in rising above the confines of manhood prescribed by Hip-Hop culture. "I'm interested in bringing out the best in so many young men who have such great potential," Hurt said. "We're trying to free boys and men from trying to fit inside a box that doesn't work for us, from a limited construction of masculinity that does not work for our mental, spiritual, and physical well-being."

For Hurt, Hip-Hop has remained the same, more than it has changed. In today's chart-topping rap songs, sexist and hyper-masculine themes persist.

Although Hurt admitted he doesn't listen to Hip-Hop as much as he did in 2006, he observes the same negative patterns of thought in Hip-Hop when he turns on his radio. "I think thematically, many of the lyrics are fundamentally the same in terms of the dynamic between men and women," Hurt explained.

Hurt's activism includes a resource guide for educators. With the guide, Hurt aims to catalyze personal change, asking men to speak about personal accountability for violence against women and to develop new positive terms to express their relationships toward women.

When asked about "the big picture" of Hip-Hop culture and its implications for younger audiences, Hurt's response was firm and unequivocal:

"Young men and women must know and understand what they are buying into or not buying into," he proposed. "When you give people information about the images they are internalizing, they can make better and more informed choices." ♦

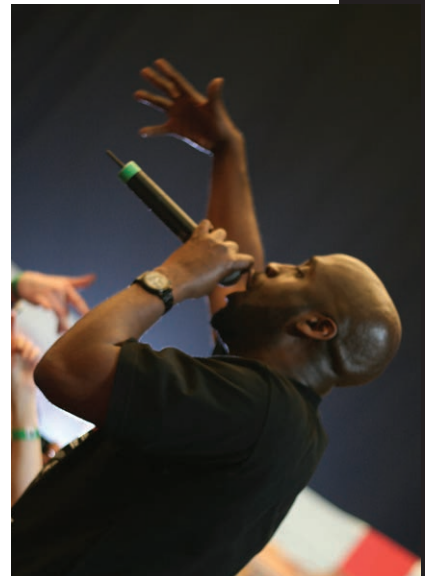


Photo by Rich Thane, Flickr Commons



# GIVING WOMEN VOICE & INFLUENCE by Lily Bixler Clausen

Online education in 2013 is exciting. In this era of massive, open online education, it is possible to bring world-class education to anybody with an internet connection.

Stanford's Clayman Institute for Gender Research aims to do just that, with an online curriculum called Voice & Influence. The Institute's mission—translating university research to be actionable in people's lives—has not changed in nearly 40 years, but the delivery has.

The major components of Voice & Influence have been in place since 2010, when the Institute launched an in-person version of this curriculum. This earlier program translated gender research to empower women to have more influence in their organizations, within their disciplines, and in public debate.

However, after three years, only fifty women, all senior managers and Stanford faculty, have experienced this education. Many expressed regret that they did not learn these skills and perspectives at a younger age—or even the prior week when they faced a particularly thorny issue.

“Leadership programs are often available to only relatively privileged women, most of whom are already leaders,” says Clayman Institute Director Shelley Correll. “We want to reach more women, and at varying stages of their careers.”

“We have been told over and over again that only the top five to ten percent of women get tapped for executive leadership training,” says Clayman Institute Executive Director Lori Nishiura Mackenzie. “But this curriculum is for everyone. Not only do we want to inspire and educate women, we also want to offer tangible first actions they can take immediately, even on the day they participate in the program.”

Since Stanford is a leader in online education, it only made sense to bring the successful Voice & Influence program online to the masses. The result? Five 20-minute videos that translate academic research into

accessible terms and present clear actions so that viewers can implement change that very day.

Each faculty presenter distilled her research—what can often stretch to a ten-week course or three-hour lecture—into a short format. Each video is paired with discussion guide materials for a facilitated conversation. Viewers can access these guides individually or in groups, such as corporate women's initiative networks or alumnae associations.



Photo by Paige Parsons

## A NATURAL PARTNERSHIP

When Sheryl Sandberg was looking for a way to turn her book "Lean In" from a book into a movement, friend and co-founder of the organization Gina Bianchini knew where to turn: The Clayman Institute for Gender Research. The Clayman Institute is the founding educational partner of LeanIn.org. During the Jing Lyman Lecture at Stanford this spring, Sandberg said no one leans in more than the Clayman Institute. “They believe in gender equality. And they understand how you take academic research and make it apply. And they will stop at nothing to change this world,” she affirmed. ♦

## VOICE & INFLUENCE MODULES

**“Power & Influence”** with Stanford GSB Professor Deborah Gruenfeld: There is a body language of power, and learning how to choose the appropriate body language for particular situations can strengthen a woman's leadership and enable her to succeed in a variety of contexts

**“Negotiation”** with Stanford GSB Professor Margaret Neale: Women tend to feel less comfortable than men asking for what they want because prescriptions of niceness seem at odds with negotiation. Neale instructs women how to achieve positive outcomes through the communal approach of problem solving

**“Harnessing the Power of Stories”** with Stanford GSB Professor Jennifer Aaker: Because stories are remembered up to 22 times more than facts alone, Aaker challenges women to take the time to tell a signature story to move the audience to action

**“Creating a Level Playing Field”** with Stanford Sociology Professor Shelley Correll: Bias leads to errors in decision-making that can hinder women's advancement. Correll explains how bias works in organizations and what individuals and companies can do to limit—and even eliminate—the effects of bias

**“Team Dynamics”** with University of Virginia's Darden School of Business Professor, Melissa Thomas-Hunt: While certain dynamics can undermine team performance, Thomas-Hunt offers solutions for ensuring that all the expertise is heard and considered in critical team decision-making

Videos are available online at [gender.stanford.edu/voice-influence](http://gender.stanford.edu/voice-influence)

## IN BRIEF

### NOT JUST ROOMMATES: THE HISTORY OF COHABITATION by Nicole Martin

In North Carolina, a sheriff told a dispatcher she would lose her job unless she and her live-in boyfriend got married. In West Virginia, the state parole board added three months to a prisoner's sentence because he planned to live with his girlfriend upon release. While most people assume these cases took place decades ago, they actually occurred between 2005 and 2010. Cohabitation is the untold story of the sexual revolution, according to historian Elizabeth Pleck. In her new book, "Not Just Roommates: Cohabitation after the Sexual Revolution," Pleck challenges the prevailing belief that cohabitation is largely a "white and well-off" phenomenon. Unmarried cohabitation, she says, has grown the most on the lower end of the socioeconomic scale. Interracial and poor couples suffer penalties from co-habitation, including discrimination in housing, jobs, social benefits, parole, and custody battles.

### GIRLS PRACTICE ENGINEERING SKILLS WITH DIY DOLLHOUSE KIT by Susan Fisk

Alice Brooks and Bettina Chen did not grow up playing with traditional girl toys. When Brooks asked for a Barbie, her father



gave her a mini-saw. Chen adored Legos and built hundreds of extravagant creations with her brothers. These early experiences contributed to their interest

in engineering. Today, Brooks and Chen, who met at Stanford as graduate students in engineering, are the creators of a new toy called Roominate—a wired, do-it-yourself dollhouse kit. They designed the toy to get young girls to have fun with STEM (Science, Technology, Engineering, and Math), while building confidence and hands-on skills. Brooks and Chen believe that toys can provide early exposure to STEM, inspiring the next generation of female technology innovators. The duo visited the Clayman Institute for a playdate, and the toy won rave reviews from local girls.

### AT WOMEN'S PRISONS, DANCE PROJECT OFFERS HOPE, TRANSFORMATION by Kathryn Dickason

As one woman prisoner explained, living in prison is like being "in a box. You move when they tell you [that] you can move, you eat when they tell you [that] you can eat... It's being separated from everything you've ever known and loved." To combat this feeling of emotional restriction, choreographer Pat Graney created "Keeping the Faith – The Prison Project." This arts-based program enriches the lives of incarcerated women and girls. Dance, poetry,

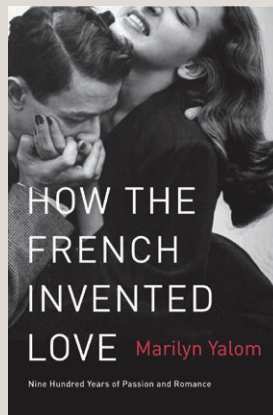


and other creative projects give women prisoners a chance to express themselves, sharing private thoughts in a world where it is unusual—and sometimes risky—to do so. These artistic exchanges lead to empathy and transformation, with profound effects on women's confidence. According to one inmate, the program offers a chance. "Instead of being dead, I'm able to bring myself back to a person," she said. "I'm making a future of my life." Graney spoke at a Stanford event co-sponsored by the Clayman Institute and screened a documentary film about the project.

### NINE CENTURIES OF HOW THE FRENCH INVENTED LOVE by Adrienne Rose Johnson

What is love? Is it a timeless trait that remains, unchanging, inherent to the human condition? Or is it a historical invention, inflected by the changing tides of economy, culture, and progress? Marilyn Yalom, senior scholar and Deputy Director of the Clayman Institute, argues that love is a product of history, the development of a desire shaped by the twelfth century French culture of

sentiment. Yalom weaves together autobiography, literary criticism, philosophy, and political theory to illuminate tenets of France's gospel of love over the centuries. It is a grand tour of all kinds of love—passionate, unrequited, literary, homosexual, comic, tragic, courtly, and, most of all, very French. From the twelfth century to the twenty-first, Yalom's riveting account shows that love, as we now know it, is as uniquely French as it is broadly human, as medieval as it is timeless.





The third issue of *upRising* is dedicated to the remarkable woman who, 40 years ago, said “yes” to founding this Institute when three visionary students proposed a research center to promote gender equality and empower female voices at Stanford.

In those early days, Myra Strober was not only the first woman professor hired at the Graduate School of Business, but she became the visionary first director of the Clayman Institute for Gender Research, then CROW (Center for Research on Women). Today, Strober continues to support the Institute as an advisor and lifelong friend.

While reflecting on the Institute’s recent 35th anniversary, Strober said she thinks of the Clayman Institute as her third child—one blessed from the start with support from a caring community and exceeding beyond anyone’s expectations.

We could not have a better parent than you, Myra. For your many years of brilliant leadership, loving support, and sparkle, we dedicate this issue of *upRising* to you!

*upRising* is a true labor of love, and all of us at the Clayman Institute thank you for contributing to our efforts over the past year. Your fingerprints are all over this publication.

*upRising* vol. 3, 2013

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#### ARTIST-IN-RESIDENCE

Valerie Miner

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# YEAR IN REVIEW

## ACADEMIC YEAR 2012-2013

### SEPTEMBER 2012



New Faculty Fellows joined the Institute, including Prudence Carter from the Graduate School of Education

### OCTOBER 2012

Our first class of fully-funded Graduate Dissertation Fellows joined the Institute, including Guadalupe Carrillo >



### NOVEMBER 2012



< Book talks included "Long Bright Future," "Rights on Leave," "The Outsourced Self," and "The Orphan Master's Son"

We welcomed new Postdoctoral Fellows: Christin Munsch and Lindsey Trimble O'Connor >



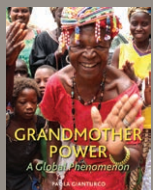
< Teaming with the Feminist Majority Foundation and CCSRE, we explored "The Intersections" at an event in Los Angeles

### FEBRUARY 2013

The launch of online Voice & Influence—educational modules for everyone



### MARCH 2013



We celebrated International Women's Week with "Grandmother Power"

### APRIL 2013

Sheryl Sandberg keynoted the Jing Lyman Lecture, urging us all to Lean In >



### MAY 2013



< Michael Kimmel explored the years in between adolescence and adulthood: Guyland

The work that makes all other work possible: domestic worker panel >



### JUNE 2013

A Women's Leadership Dinner ended another successful faculty Voice & Influence program

Stanford launched new report on underrepresented minority faculty



## REDESIGNING AND REDEFINING WORK

Over the last half century, the composition of our workforce has undergone tremendous transformation. Women have flooded into the paid labor force, more households are made up of dual earners, more people are continuing to work well into later life, and millennials have arrived on the scene. Despite these significant changes in who works, companies and organizations have not adapted to these new realities by changing how work gets done. As a result, instead of being supported and inspired, employees are often constrained and undermined by outdated thinking that equates commitment with long hours and productivity with face time.

To harness the full potential of the labor force, we need to reimagine work. We need to redesign workplaces so that they are better aligned with the lives of the people who work in them. And we need to redefine what makes a good and successful employee so that performance is no longer measured by how many hours employees put in but by how effective and efficient employees can be.

The Clayman Institute research project, Redesigning and Redefining Work, brings together leading academics, corporate experts, policy makers, and the media to share research and insights, discuss best practices and workable solutions, raise public awareness, and set a new research agenda for the twenty-first century.

