Sessions 1-4 | Women’s Leadership Workshop: Growth, Leadership, and Intentional Visibility in a Hybrid Environment

There have been momentous shifts in office culture over the past 18 months of living with a pandemic. We have gone from a widespread belief that workplaces cannot be run virtually, to the discovery and confirmation that yes, we can work effectively from home. As workplaces have started reopening, many offices are adopting a hybrid model where employees may choose whether they work from home some or all of the time. While this appears to be good news to the many women who have been asking for work flexibility for years, there are concerns about whether women will suffer a disproportionate negative impact to their careers and leadership opportunities if they more often choose to work from home.

The 2020 Workshop will explore the potential pitfalls of the new hybrid workplace, how to mitigate the fall out, and how to make the benefits of a hybrid office work for you. We will focus on skills and perspectives necessary for women who have just started out in their careers, women changing jobs and navigating a new organization remotely, and those responsible for leading teams remotely. Get what you need to shine on-line and in person in this new hybrid work world!

Moderators:
Kathleen Chen, Senior Associate Director of Legal Affairs, University of Pennsylvania
Selena Kim, Partner, Gowling WLG (Canada) LLP
Bonnie Lau, Partner, Morrison Foerster LLP
Shaila Ohri, Assistant General Counsel, Exelon

Speakers:
Kiran Ahuja, Director, United States Office of Personnel Management
Merge Gupta-Sunderji, President, Turning Managers into Leaders
Esther Lim, Partner, Finnegan LLP
Ami Patel-Shah, Managing Director, Fortress Investment Group
Simone Wu, Senior VP, GC, and Corporate Secretary, Choice Hotels International
Please read the below articles to learn more about growth, leadership, and intentional visibility in a hybrid environment.

**Seven charts that show COVID-19’s impact on women’s employment**

**Will Hybrid Work Environments Have A Gender Problem?**

**Flexible Work Options, Career Development Can Keep Women in the Workforce**

**5 Ways the Hybrid Workplace Can Make Companies More Inclusive**
[https://www.fastcompany.com/90665448/5-ways-hybrid-workplace-can-make-companies-more-inclusive](https://www.fastcompany.com/90665448/5-ways-hybrid-workplace-can-make-companies-more-inclusive)

**Women in the Workplace: Why Women Make Great Leaders & How to Retain Them**
[https://www.ccl.org/articles/leading-effectively-articles/7-reasons-want-women-workplace/](https://www.ccl.org/articles/leading-effectively-articles/7-reasons-want-women-workplace/)

**How to Engage Women in the Hybrid Workplace**
[https://lynnlyyap.medium.com/how-to-engage-women-in-the-hybrid-workplace-25b6e0673e08](https://lynnlyyap.medium.com/how-to-engage-women-in-the-hybrid-workplace-25b6e0673e08)

**Hybrid Working Shouldn’t Hamper Women’s Progress**

**Supporting Women While Navigating a New Era of Work**

**4 Ways to Make Your New Hybrid Workplace Equitable for Women**
[https://hrexecutive.com/4-ways-to-make-your-new-hybrid-workplace-equitable-for-women/](https://hrexecutive.com/4-ways-to-make-your-new-hybrid-workplace-equitable-for-women/)

**Things won’t ‘get back to normal’, but we can embrace ‘another ordinary’**

**How To Lead Remote Workers: The 4 Ways Top Leaders Create Engagement For Hybrid Teams**
Survey after survey shows that employees are demanding hybrid work arrangements. Beyond the usual questions of properly designing these arrangements, how does this uniquely affect APA women attorneys and their ability to be promoted? How does this affect APA women leaders and how have they adjusted their leadership methods to excel in the new environment?

1. In designing a hybrid environment, what challenges/arguments did you encounter in any efforts to implement a flexible arrangement that would encourage the retention of women lawyers in the workforce?

   • In the article entitled “4 Ways to Make Your New Hybrid Workplace Equitable for Women”, the article offered some suggestions for how leaders could design a hybrid environment that would help to counter the falling participation of women in the workforce (such as thinking beyond the 9 am to 5 pm workday).
   • What are some other ways that your organization has created a remote design? How effective have these been in helping to retain women attorneys in the workforce?
   • What are some methods that you’d like to see your organization implement one day?

2. Similarly, a hybrid work environment has been suggested as increasing opportunities for inclusivity.

   • In the article entitled “5 Ways the Hybrid Workplace can make Companies More Inclusive”, the article proposes that removing geographical limitations could create more equitable workplaces.
   • Have you seen any changes in your organization’s hiring trends as a result of this? Have women been hired more? Have women been lasting through more interview rounds before the final hiring decision?
   • The article entitled “Seven Charts that show Covid-19’s Impact on Women’s Employment” expands upon the concepts in the previous article and suggests that women will need to reskill based on the finding that women, people with less than a college degree and members of ethnic minority groups would be mostly likely to need to change occupations. Given the existing trend in mid-level associates leaving firms, could these two factors together negatively impact women attorneys’ career opportunities? What would you suggest for mid-level attorneys to prevent or prepare for this? What about senior-level women attorneys?

3. Does the hybrid environment create an opportunity for APA women leaders?

   • Judy Rosener’s article “Ways Women Lead” in the November/December 1990 issue of Harvard Business Review posited that women lead in an interactive, cooperative, inclusive, and personal manner. Similarly, a study published in Psychological Bulletin (Volume 129, No.3) suggested that today’s workforce needs a transformational leadership style and suggests that women are more likely to be transformation leaders.
• Has Covid created new ideas of what good leadership can and should look like?
• If so, what are the new opportunities?

4. How do we ensure the creation of metrics to measure the performance of remote or hybrid employees that do not include inherent prejudices against women?

• In the article “Flexible Work Options, Career Development Can Keep Women in the Workforce”, the need to minimize promotion and opportunity bias was cited as a key factor for retention and promotion of women.
• What are some ways your organizations have done this?
• What are some improvements you’d like to see in the legal profession generally?

5. How do we ensure that proximity bias doesn’t affect career advancement?

• In the article “Hybrid Working Shouldn’t Hamper Women’s Progress”, research is cited regarding the continued existence of a gender difference between women’s and men’s physical presence and the continued correlation between “face time” as an indicator of commitment to work.
• What are some of the biggest challenges/hurdles that existing metrics impose that create unfair results?
• What are some ways that your organization have changed the metrics affecting career advancement?

6. How is sponsoring junior employees different in a hybrid environment?

• What advice would you give to junior- and mid-level attorneys to make themselves visible in a hybrid environment?
• What advice would you give to senior attorneys to assist junior and mid-level attorneys in achieving visibility?