

Her Seat at the Table: Women and Self -Advocacy

November 4, 2020

Columbia Law School Mediation Clinic

Welcome and Introductions

Professor Alex Carter

Director, Columbia Law School Mediation Clinic

Jessica Barragan, Jeeyoon Chung, Meyer Horne, Young Joo, Oliver Kwon, Cam Molis, Mie Morikubo, Matthew Robinson, and Erica Zou

Columbia Law School Mediation Clinic

Goals for this Workshop

- Understand the importance of including women in negotiation processes
- Recognize barriers that currently prevent women from fully participating in negotiations
- Commit to increasing women's participation in negotiation

Ice breaker

Icebreaker

**What does meaningful inclusion of women in
negotiation processes look like?**

Representation v. Meaningful Inclusion

It's not just about numbers —it's about meaningful inclusion.

Case Study: Syrian Women at the Table

2016: Staffan de Mistura appoints an advisory board of 12 women leaders to participate as **third -party observers** in Geneva peace talks.

- Numbers showed 15% of Syrian women were at negotiation tables

2017: Mariam Jalabi and other women start the Syrian Women's Political Movement.

Why Should We Include
Women in Negotiations?

Economic Theory of Inclusion

- **The Economic Argument:** include women in negotiations because negotiations that involve women are more likely to result in better and longer -lasting agreements.



Economic Theory of Inclusion

- One study showed that when women's groups were able to strongly influence a peace negotiation, the parties almost always reached an agreement.
- When women are included in the negotiation process there is a:
 - 20% increase in the probability that a peace agreement will last 2 years,
 - 35% increase in the probability that a peace agreement will last 15 years.

Economic Theory of Inclusion

Benefits

- Serves as a strong incentive for including women
- Encourages those in power to see value in women's contributions and perspectives

Costs

- Reinforces stereotypes/does not address biases
- Values women for “beneficial” characteristics and not for their intrinsic worth
- Creates more pressure to perform than for men in the same position

Social Theory of Inclusion

- **The Social Model:** include women in negotiations because gender inclusivity is an important goal in and of itself.



Social Theory of Inclusion

Benefits

- Recognizes that women are intrinsically valuable
- Sends a clear message to the broader community that women are valued
- Empowers women to fully participate in negotiation processes

Costs

- Not as effective at incentivizing gender inclusivity

Including Women and the UN

Including women in negotiations and other peacemaking processes is critical to many of the UN's Sustainable Development Goals.

Goal 5: Achieve gender equality and empower all women and girls.



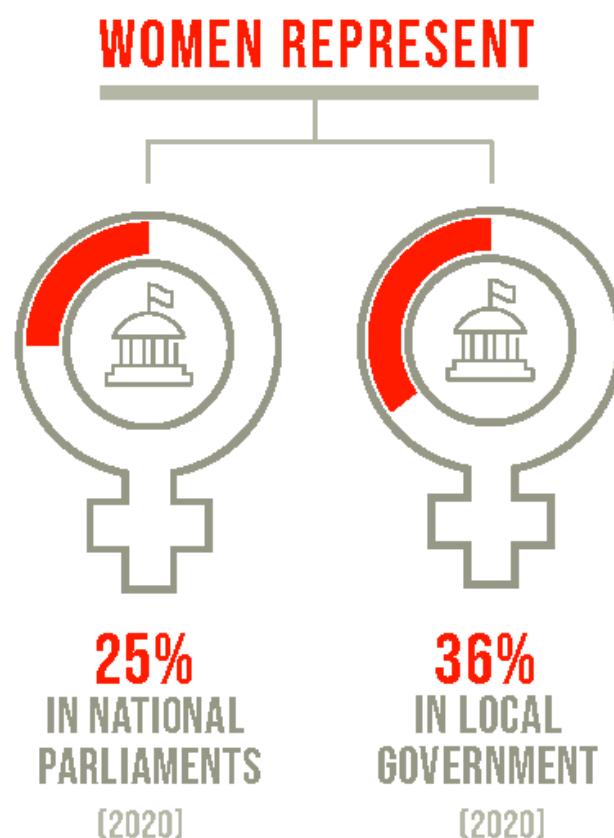
Sustainable Development Goals

Targets

- 5.1—End all forms of discrimination against all women and girls everywhere.
- 5.5—Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision -making in political, economic and public life.
- 5.C—Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

Facts and Figures

- ❖ Out of six active UN -led or co -led processes, women were included in 14 out of 19 delegations.
- ❖ Between 1992 and 2018, in major peace processes women constituted:
 - 13% of negotiators
 - 3% of mediators
 - 4% of signatories



Still more to be done!

- Women make up only 25% of U.N.’s highest positions
- Continuous appeals for the U.N. to (1) spotlight the candidacies of women and (2) increase transparency in the candidate selection process, i.e.
 - “The Campaign to Elect a Woman Secretary General”
 - “1 for 7 billion: Find the Best U.N. Leader”

Barriers to Full Participation

Barriers to the Table

- **Conceptual Barriers**
 - For example, historical perspectives of war and peace as male dominated
- **Structural Barriers**
 - Women are excluded at lower levels, which prevents them from advancing to higher levels
- **Practical Barriers**
 - Lack of childcare facilities for women who are primary caregivers

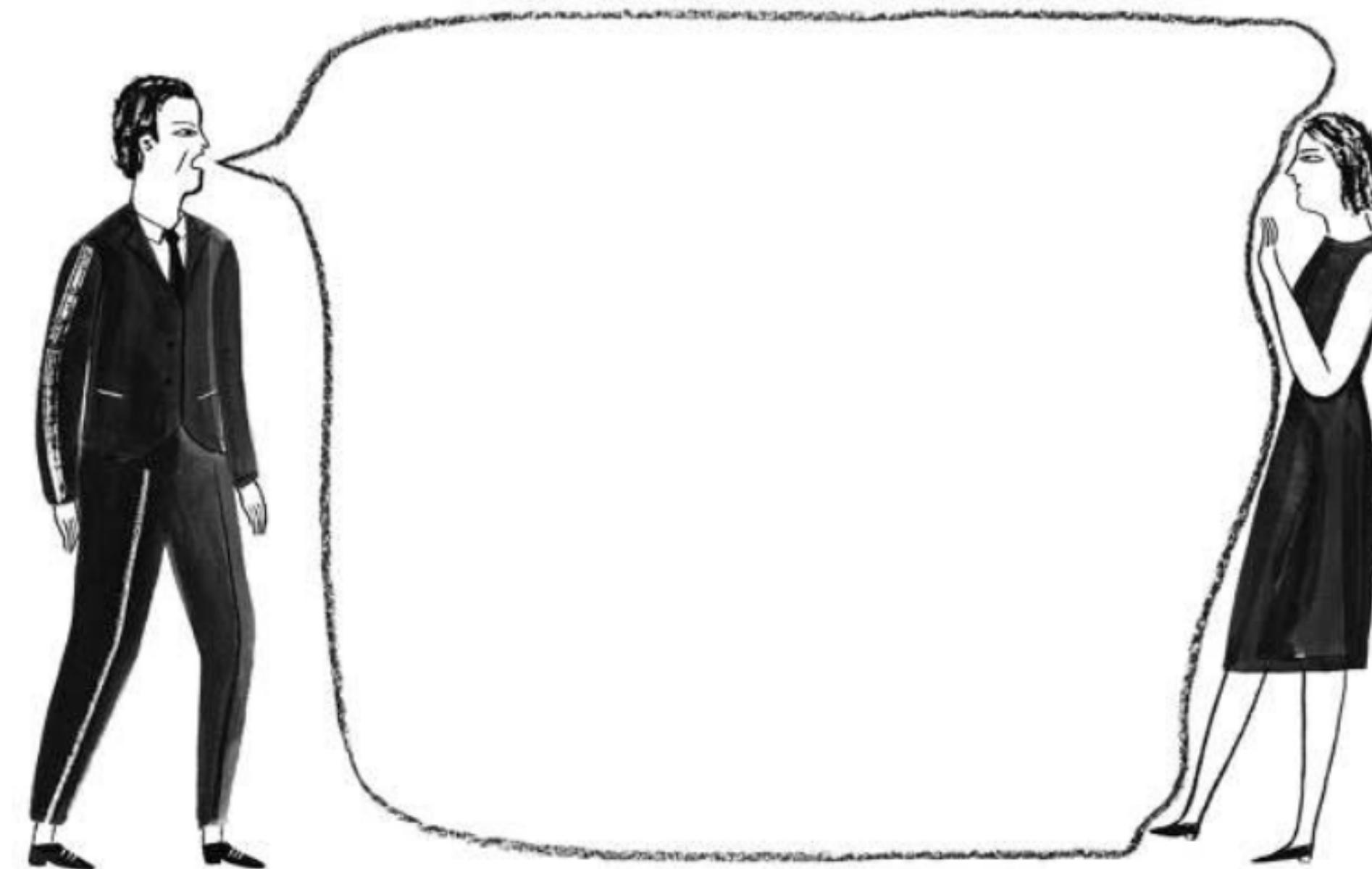
Barrier at the Table: Speaking Up

- Women who speak up are not perceived as favorably as men who do the same.
- In one study, male executives who spoke more often were perceived as more competent. When female executives spoke more than their peers, they were perceived as less competent.
- Women are also interrupted much more frequently than men.

Communication Styles and Language

- The “double -bind” of speaking up and linguistic style
- The way men and women speak in workplace settings
 - Women downplay their own authority
 - Women may use “we” rather than “I” when referring to work they’ve done
 - Women often presume they cannot speak up without knowing every detail.
 - Women speak in ways that “save the face” of others

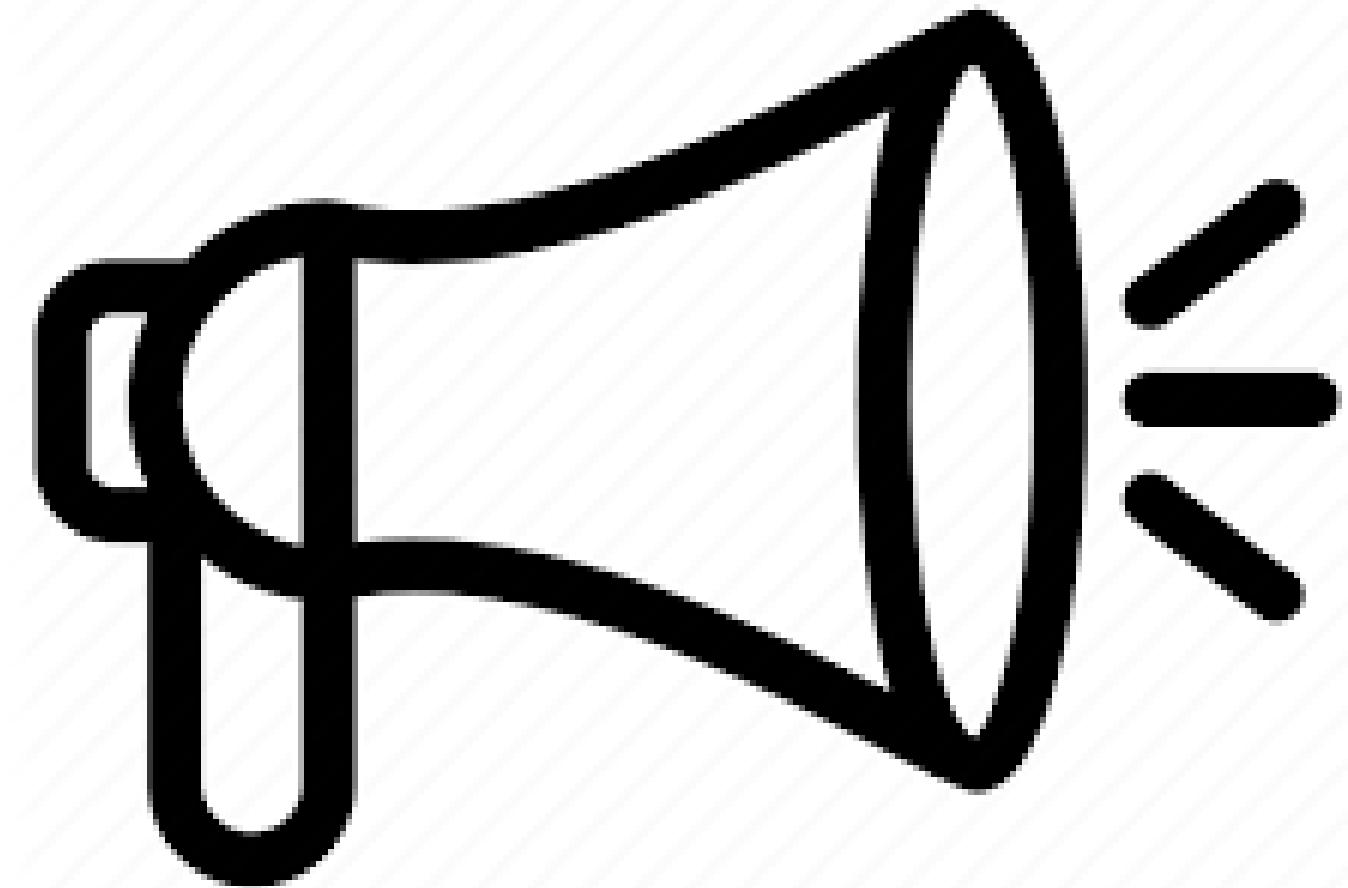
**What do you think are some concrete actions that
you can take to overcome these barriers?**



Strategies for Gender Equality

- Amplification
- Separating Intent and Impact
- Mirror and Window Questions
- Allyship

Amplification



Amplification

Case Study: Obama White House

- When President Obama first took office, $\frac{2}{3}$ of his senior staffers were men
- Female staffers adopted a meeting strategy they called “ **amplification** ”:
 - When a woman made a key point, other women repeated it, giving her credit
 - This forced the men to recognize the contribution and denied them the chance to claim the contribution as their own

Amplification

Case Study: Obama White House

- “We just started doing it, and made a purpose of doing it. It was an everyday thing.” - Obama Aide
- As a result:
 - President Obama began calling more often on women and junior aides to voice their opinions
 - Women gained parity with men in the President’s inner circle during his second term
 - There was an even gender split among top aides

Shine Theory: “ I don’t shine if you don’t shine ”

- Amplifying unleashes the influence of others

Amplification

Speak her name

Give her credit

Separating Intent and Impact

- “What we mean” vs. “how the message is received”
 - Our intentions don’t always align with what we say or do, and this can impact how others receive what we say or do
- Understanding intent and impact is the cornerstone to initiating/sustaining successful and meaningful conversations
 - You can be aware of your intentions and the other person’s impact on you BUT you can never be aware of the other person’s intent or your impact on them .

Facts V. Feelings

What is the difference between a fact and a feeling?

- ❖ Facts are proven with research and evidence.
- ❖ Feelings are beliefs, judgments, and opinions.

Facts are based on objective, unbiased information, not feelings or personal interpretations.

- ❖ Objective information is an observation of measurable facts.
- ❖ Subjective information mixes facts with feelings, which leads to biased information.

Listener's Biggest Mistake: Assigning Intent

- You only have an idea of the other person's intent in most conversations. But it is only an assumption. It is not a fact.
- The most common mistake we make as listeners comes from confusing the speaker's intent with the impact we feel.
- Someone can offend me (impact) but it doesn't mean they are being offensive (intent).

Asking the Right Questions

What is the purpose of asking questions?



Goals of Questioning

- Clarifying
- Suggesting
- Stimulating
- Encouraging participation
- Focusing
- Exploring and evaluating alternatives
- Gather Information
- Moving toward closure

Mirror and Window Questions

- **Mirror:** Questions to ask yourself to structure and clarify thought process
- **Window:** Questions to ask the other party to build trust and gather information



What is a Mirror Question?

Mirror questions are about reflection. Steer your internal conversation.

What's brought me here?

What do I need?

How have I handled this successfully in the past?

What is a Window Question?

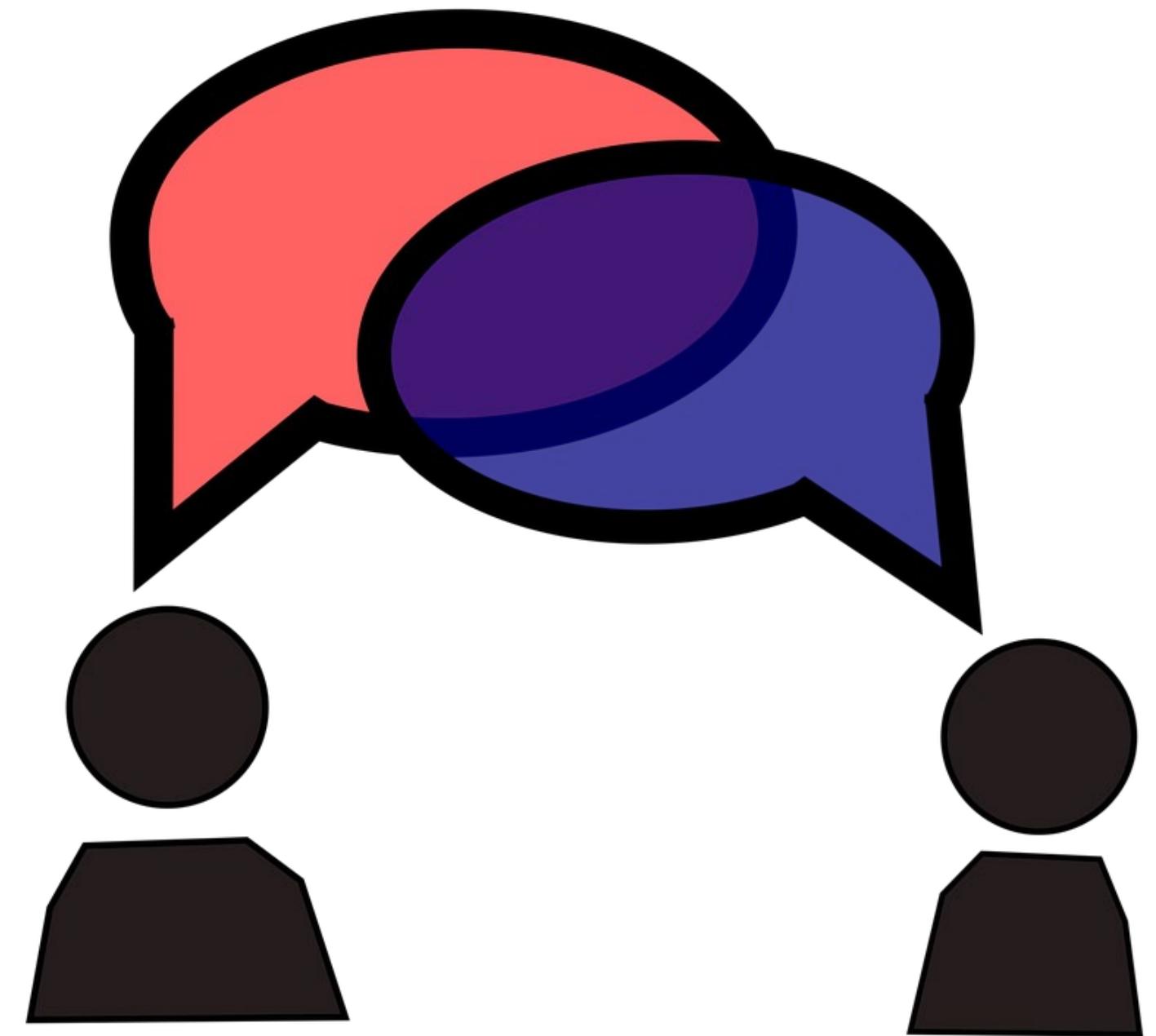
Window questions are about asking open questions.
Build trust and gather valuable information.

Tell me more about...

What does that look like?

What's concerning you?

When might we want to use mirror v. window questions?

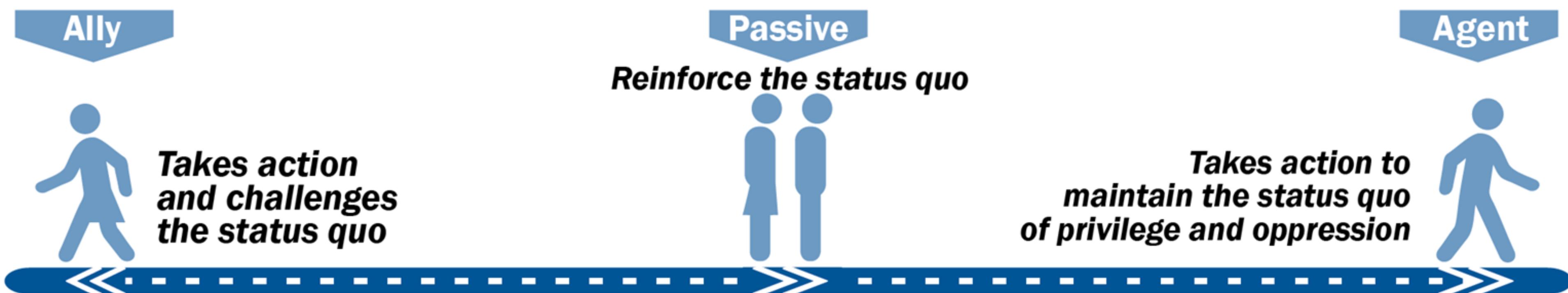


Allyship

Definitions

- Allyship is understanding the **imbalance** in power and opportunity and **actively** working to correct it.
- An ally is a member of a dominant group that recognizes an imbalance of power and actively challenges the status quo.
- We can **all** be allies.

Ally -Agent Continuum



Allyship Makes a Difference

- When women have the support of male allies in the workplace, organizations are over three times as likely to foster a diverse environment

Matt Kentz et al., Five Ways Men Can Improve Gender Diversity at Work, BCG (2017), <https://www.bcg.com/en-work>.

-us/publications/2017/ people -organization -behavior -culture -five -ways -men -improve -gender -diversity -

- In male -dominated spaces, mentorship can be a key vehicle for career advancement

Aarti Ramaswami et al., *Gender, Mentoring, and Career Success: The Importance of Organizational Context*

, 63 PERS. PSYCH. 385, 400 (2010).

Reflection

What is one change you are excited to implement going forward after our discussion today?



QUESTIONS?

STAY IN TOUCH!



Alexandra Carter



@alexandrabcarter



<https://alexcarterasks.com>



alexandra.carter@law.columbia.edu



ALEXANDRA CARTER

CLINICAL PROFESSOR OF LAW &
THE DIRECTOR OF THE MEDIATION CLINIC
AT COLUMBIA LAW SCHOOL

1000 METAL STUDS, 1000 C
WALLS, 1000 GLASS, 1000 DOORS, 1000

Unleash info