Corey Andrew Powell ([00:02](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=2.4)):

Hello everyone. I am Corey Andrew Powell, and I am joined today by Mitzi Short, an executive coach and Speaker and Mitzi is the co-founder and CEO of New Season Coaching and Consulting Group, and a founding member of the Band of Sisters that I cannot wait to talk to her about. Now, Mitzi work 25 years at PepsiCo and sales operations and marketing leadership roles, and she's the co-author of the book, You Should Smile More, How to Dismantle Gender Bias in the Workplace. Mitzi, welcome to Motivational Mondays.

Mitzi Short ([00:31](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=31.04)):

Thank you, Corey. It's a wonder to be here.

Corey Andrew Powell ([00:33](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=33.89)):

Oh, well thank you so much. And let me just tell you, I almost started, you know, giving you all, giving it all away before we started recording, but your book, and I'm gonna hold it up because I wanna make sure everyone sees it, it's an amazing book because you have put together so many examples of gender bias that are from the subtle to the most blatant. And, um, I was shocked sometimes and sometimes not because I was like, wow, we really just do that as a society. But before we begin, I would love for you to share, um, what is the Band of Sisters and what brought you all together?

Mitzi Short ([01:06](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=66.29)):

So the Band of Sisters is a group of six colleagues who were at PepsiCo over this band of our careers and about 10 to 12 years collectively there together. And so it's the six sales and marketing leaders that, uh, all together. I, I think we spent 12 to 25 years with PepsiCo and then we've all gone on to our other careers and careers in marketing, leading the, uh, marketing team for the N F L and Keurig and other organizations and other boards. And we came together, really started as a result of a dinner that we had and we're reminiscing about the good old days. And then we're like, well, there's some things that weren't so good <laugh>. And we thought, okay, well let's, let's talk more about this. And we started to think about what were some of the specific things and we said, Hey, we're at a point in our careers where we really want to be able to, to give back and to use our experience and exposure to make a difference. Yeah. And um, and so that was the genesis of, of that. And we thought, okay, we'll have some conversations and some organizations to really get the conversation going or keep it going around how to have more inclusive work environments, specifically as it relates to gender. Mm-hmm. <affirmative> in hopes that we could help.

Corey Andrew Powell ([02:27](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=147.75)):

Yeah. And there's six of you altogether then, right?

Mitzi Short ([02:29](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=149.68)):

There's six, there's six of us, yes.

Corey Andrew Powell ([02:31](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=151.24)):

Right. And what's fascinating is because, you know, you talk about how you've all gone on to do such great things, but you still have these core memories of some things. And then you talk to millennials and Gen Zers and a lot of those same things are still happening. So first off, when it comes to this book, I know that you broke it down into three I guess segments. One is the person who's, um, experiencing the gender bias, and then you also give some advice to whoever's witnessing the gender bias. And then you also give advice to the bosses in these corporations who maybe inadvertently don't even realize that they're administering this. And so you give them some actionable advice. Why was it important for you to include all those three elements?

Mitzi Short ([03:15](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=195.65)):

So there's a lot of research out there around gender bias and how it happens, but there wasn't a lot of advice on what to do when you're in the situation. And we thought, well, who's typically in these situations that would be wondering what to do? Obviously the female, the woman who was in that situation, but then there's bystanders that can have, have the opportunity to impact and there's a lot of people who want to do something but they don't know how. And so we thought it would be easy to provide insight for the bystanders as well. And then bosses leaders be their ma male or female, they have a key role to play in ensuring that gender biases minimize and eliminated and also workplaces are more inclusive. So that's why we targeted on those three audiences.

Corey Andrew Powell ([04:03](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=243.54)):

Yes. Well it's really, it is really effective because I had not even thought about those in segments. I thought, uh, when I read it I was like, wow, this is like actionable advice for everyone. So then it becomes more of like a, of a societal response, if you will. Right.

Mitzi Short ([04:16](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=256.839)):

Absolutely. Our thing was it's not on the women to solve for this, it's on everybody to solve for this. It's together. And, and you'll see in, in reading it, it's not, uh, a shame or blame game. It's an awareness and let's take action from where we are.

Corey Andrew Powell ([04:34](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=274.32)):

Right. And as I mentioned the subtlety, how you begin with some subtleties that we may not even realize we're saying or doing, and even in the first chapter, it begins with who's the new girl? And you have this whole introduction of the way that we assigned the word girl to women. And I guess it's just sort of like an antiquated, I mean, it sounds like it's like a very 1950s, like who's the new girl? You know, it's like, but it stuck. And here we are in 2022 and there are women who are like leaders with PhDs being referred to as like the new girl and accounting or, so why do you think that is still so pervasive if that is something from so long ago and you're still hearing that being utilized now?

Mitzi Short ([05:15](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=315.66)):

Well, I think, you know, part of it is because we let it go and we accept it, right? Mm-hmm. <affirmative>, the opportunity is to say there are really no girls in the workplace. They're women. And so if you are the woman, you can say, please refer to me as a woman or a lady. If you're a bystander, you could say, you know, try to raise awareness. You know, we wouldn't say the new boy in the mail room or anything like that. Right. So I think it's just a matter of not letting things go any longer. Right. And, and recognizing that we call it lazy language impacts how people are viewed and can impact the person's confidence as well.

Corey Andrew Powell ([06:00](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=360.57)):

Oh, that's a great one. Yes. Because, uh, weeks ago I interviewed a reporter from MSNBC, she's on morning Joe, Daniella Pierre-Bravo, and she has a book called The Other Claiming Your Power as a Woman of Color in Business mm-hmm. <affirmative>. And she had some very similar situations where there's this, almost like this, um, the women feel like they've been minimized by the men in the room, and then to the point they start to accept it, you find them sort of fading more in the back, not contributing as much, and they almost sort of like, just take it if you will. Right. And then she's talks about exactly the same thing. You know, you have to not take it <laugh> and come forward and make your voice known or else you're gonna just completely always be in the back.

Mitzi Short ([06:44](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=404.82)):

Right. And we often refer to 'em as micro solutions. Right. <laugh>, there's micro offenses, so there's micro solutions and if everyone takes action then we can ship away at this more quickly mm-hmm. <affirmative> already. Yeah.

Corey Andrew Powell ([06:58](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=418.69)):

Yeah. Yeah. And another similarity too that you addressed in your book that she also has, which is a, a same way of handling things when you're faced with this situation, I thought this was great, you know, you, you say to sort of almost say it back to the person, there's one example you give where as someone may say something inappropriate and what you do is you sort of give them the opportunity to realize how messed up it was <laugh>. Yes. So yes, the one example that she gave was a young Asian woman was working as like her first day and her own boss who she reports to, said it looked like a pretty China doll. And from that moment in that position, she could no longer get that out of her head. And she found herself disappearing in meetings because she felt like she was being looked at objectively as an object. And it made her not want to raise her voice. It made her almost not want to be seen because she felt like now she had this sort of obstruction in her opportunity and she didn't participate. And so it really impacted how she showed up every day and she minimized herself in that example. Right. Yeah. And you say something very similar, you say back to the person, well, what did you mean by X, Y, Z?

Mitzi Short ([08:04](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=484.98)):

Right? That's why that's important not to let stuff go. Right. We wanna raise awareness. And so when you place something back to someone or help them understand what they said or what they're doing is actually a, a micro action, right. Aggression, then they begin to say, okay, now I understand. Hmm. Right. Bring it to the awareness and then you say, well, how can you help us change? How can you, what action can you take to support something in the other direction?

Corey Andrew Powell ([08:34](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=514.49)):

Yeah. And you also, of course with that same, I guess, ideology, you know, it's rooted in a whole lot of other misogyny. And, and one thing you really point out, I love the chapter about the, the fathers as compared to mothers, the whole different dynamic. And it's almost like, uh, fathers are praised in the workplace when they just do what they're actually supposed to do. Right. If you're a parent, no, we're not high fiving you because you took off on Wednesdays to go take your kid to the doctor. Like you're supposed to take your kid to the doctor and mothers do it every day. And you talk about how women are almost apologetic about doing it because it looks like, uh, it's a weakness for them to take care of family. Talk a little bit about that.

Mitzi Short ([09:15](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=555.8)):

And that comes up in a number of contexts, right? You know, you're in a meeting and a mother has to, to leave to go attend to or pick up her child from school and there's a tendency to feel like, oh, I've got to, you know, apologize for that. Where we were finding that our male counterparts was, Hey, I gotta go, gotta go pick up Johnny in, in this story. Right? And so really making it so that there's no shame, there's no, this is only a woman's responsibility, but it's a parental responsibility. And be ma male or female shouldn't be looked upon in a, in a negative light. Mm-hmm. <affirmative>. And we shouldn't make assumptions for, uh, female leaders that, you know, she has a child so she may not be wanting to take a promotion because it requires a move. Yeah. Where we don't have that same, uh, bar standard or we don't make that choice or assumption for the male counterparts oftentimes.

Corey Andrew Powell ([10:11](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=611.71)):

Yeah. It's funny, uh, that's one of my favorite chapters. Uh, you know, I'm not like just saying that to you cuz you're here <laugh> I think it was chapter <laugh>, I think it was chapter 16. Wait, I got it. Yeah. I think, and you talked about the, the assumptions and it was about like, um, you know, oh, well she's just gotten engaged and then you, but if you put before that the prefix of she'd be great for this promotion, but that was an assumption. Her being engaged has nothing to do with if she is right for this promotion or not. So that has nothing to do with anything. Just offer her the promotion and she'll work out what she needs to work out, do

Mitzi Short ([10:45](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=645.559)):

The job. Exactly. Offer her that opportunity. Right. Whether qualifications, what are the leadership qualities, the functional qualities and skills that you're looking for in an individual. And if that person meets those, they can choose whether they wanna move or not, but don't not offer them the opportunity because assumptions that, that we make

Corey Andrew Powell ([11:04](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=664)):

Mm-hmm. <affirmative>. Yeah. That's a really powerful one. And I, um, had to think of my own mom who I love dearly. I'm an I'm an only child. She's raised me as a single mom and I thought about her when I read, uh, your chapter about the, uh, superwoman syndrome.

Mitzi Short ([11:18](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=678.42)):

Yes.

Corey Andrew Powell ([11:19](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=679.64)):

Because mom had that syndrome ever since I was born, and she had four siblings and she pretty much was the glue to help everyone together on top of working nine to five, putting the roof over my head. But that can burn women out as well. Right. So talk a little bit about that.

Mitzi Short ([11:35](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=695.08)):

So you really have to be mindful of that and think about what is important for you to do in your role to get ahead and not try to do not try to do everything. Right? And, and the thing goes, you, you can do everything, but you don't necessarily have to do it all at once. Mm-hmm. Right. Right. And so there's a tendency for women to think they have to be everything to everybody, and that's not necessarily, that's not not necessarily the case. Mm-hmm. <affirmative>. So when you're in those situations, how can you ask for health help when necessary? Very important to think about that.

Corey Andrew Powell ([12:04](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=724.47)):

Yeah. And it's funny in that same like idea where it's funny that women are still being treated as inferior beings in our society in many cases when so many men who are actually imposing that stereotype on them were raised by strong women who held e they know these women held it down, they know that mama was the one everybody came to Right. To make it all better and to pay the bills. And, and many cases made more money than the male counterpart. Like we know this dynamic. And yet it's just fascinating to me that then many of the men go out in the world and then they impose this bizarre, totally antithetical stereotype from what they, what they know women to be able to do. Right. That is very strange to me.

Mitzi Short ([12:51](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=771.49)):

You know, that's when we had our conversation at dinner and subsequently over the next 21 months and we checked with millennials to say, Hey, this is the experience a while ago. Is this still relevant today? And we found out more and more than it was. That's how we get to the, it's not just on women, it's on men to help do this. And, and we're not gonna assume that every man is intentionally creating gender bias, but it is being created. So we are calling men in to say, we wanna raise your awareness. We want to let you know, look, j j this didn't happen overnight. Right? Not big stones, but brick by brick. But we gotta start doing something, right? Mm-hmm. <affirmative>. And so bringing it to people's, to men's awareness and calling them in to say, our hope is that 10 years from now, 20 years from now, we're not having this conversation, we're talking about something different. Right. And it is about awareness and the witnesses and the managers that are male helping dismantle this brick by brick and starting now.

Corey Andrew Powell ([14:04](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=844.02)):

Absolutely. As a man, I'm really happy to have this conversation because you just nailed it. We have to protect women because not that they need that protection, women are in a competent and able to do so, but I mean, as men in society, we need to make sure that we are making sure women are treated equally. Uh, and that means the sons, the brothers, the dads, the uncles, because we are the ones who are of course trying to coexist in the same place with women as whether it be workplaces or relationships or whatever it is. So I just feel like there's a responsibility and what shocked me was as pro woman as I am, I found myself in these pages of your book. Hmm. I wasn't like, like, oh my gosh, have I have I said that to a woman before <laugh>, you know, I didn't even think about it. Assumptions about pregnant women and business, for example. Yeah.

Mitzi Short ([14:54](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=894.2)):

Yeah.

Corey Andrew Powell ([14:54](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=894.3)):

How far along is she? How will that impact the work? Like I've, I've thought that stuff before and it's completely wrong. So share a little bit about that dynamic with pregnant women in the workplace.

Mitzi Short ([15:05](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=905.84)):

Corey, one of the things that you said that's so exciting to me, the fact is that you read it mm-hmm. <affirmative>. And, and that's, that's our hope that you read it and say, okay, where do I see myself in this? And is this how I envision seeing myself or is this one of those, oh my gosh, I do that. I am creating gender bias. Yep. And when you recognize that, then you can go back and say, okay, what am I gonna do about this Now when I go to this meeting, what am I gonna do different? I know Sally is always getting stepped on all her ideas. No one says anything about 'em, but, but Greg will say the same exact thing, <laugh> and get all the praise.

Corey Andrew Powell ([15:45](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=945.47)):

Yeah. Yeah.

Mitzi Short ([15:46](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=946.39)):

What can I do next time I'm in that meeting and that situation comes up mm-hmm. <affirmative>. Right. Or when I'm, if if I'm having a conversation with one of my female employees who says she's going out on maternity leave, can I ask her just how can I help you? Mm-hmm. <affirmative>, why do I have to go through all those other things? Right. So what you described is awesome. It's like, re let's discuss, let's have the conversation. One of my colleagues shared that she had, uh, uh, another one of her, her, uh, friends had read the book and he had a similar response and he thought, Hmm, am I really doing this? How is it impacting other women that I work with? And so he asked one of his female colleagues, does this, is this a thing? <laugh>? And boom, just Yeah, totally unloaded and shared mm-hmm. <affirmative>. But he had created the safe space for the conversation. Yeah. Which was wonderful. That's what we wanna have happen. Let's have the conversation and go after it together. Right.

Corey Andrew Powell ([16:45](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=1005.96)):

Yeah. Yeah. No, that's really important because, um, I was thinking that even when I was reading the, the, the other book I referenced with Daniela Pierre-Bravo's book, now she's a fair-skinned Latina, so she even acknowledges that, okay, so she was an other in the workplace, but she even acknowledges that she still kind of looked white. Right. So then you can pile onto that people of color who are identifiably other, when they, they walk into a room, there's a whole absolutely another layer added to it. And I think the reference you make, and I've experienced this with my colleagues and friends, was then you're afraid of being labeled the angry black woman. If you are just opinionated or firm

Mitzi Short ([17:24](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=1044.91)):

A perspective, if you're confident in what you're saying and what you're doing, and you take the fear of being the angry black woman and not being invited to the meeting mm-hmm. <affirmative> or not getting the promotion, you layer these things on top of each other. And over time that causes people to say why mm-hmm.

Mitzi Short ([17:49](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=1069.76)):

<affirmative>. Yeah. Why stay here, why do this? And I think more and more with the, uh, it's almost this perfect storm of the great resignation mm-hmm. <laugh> and the war for talent. Mm-hmm. <affirmative>. Right. And so, I mean, you could see it where you go to restaurants, when you go to any servicing, the war for talent is real. Mm-hmm. Right? And so if you wanna hold on to your best talent, it's about creating work environments where people can thrive. And that's where people feel they belong in. And the environment is inclusive. Yes. Yes. I think that's real important for

Corey Andrew Powell ([18:22](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=1102.99)):

Mm-hmm. <affirmative>, uh, the representation part. Obviously people don't see themselves represented in firms or in companies. That is a big red flag for them not to want to be there. So I think that, you know, that's a big positive that we're seeing a trend towards. But I do wonder how many companies are just like checking a box, like, okay, I got two Chinese people, one white, one flag. Okay, we're done. We're diversity versus really putting the work in, you know? And I, yeah. I'm not sure if you have an experience.

Mitzi Short ([18:52](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=1132.73)):

No, I'm like, you, you hit the nail on the head. I actually had a conversation yesterday, I was actually coaching two clients and they talked about how the number of women in their organization had increased. Mm-hmm. But the representation of women in senior roles throughout had not necessarily, yeah. And having people in the workplace is one thing. Having them feel like they belong and having them feel like their, their perspective is valued and that they can contribute is something totally different. So what we see numbers have gone up, filling included, hasn't necessarily gone up. And that's why we, this work is, the conversation is so important,

Corey Andrew Powell ([19:34](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=1174.81)):

Right? Yeah. And you talk about that when you, um, speak about like the lingering gender bias in corporations and you know, why they should want to address this issue. Now, that's one element right there, you know, you want people to be more inclusive. But talk a little bit about, you know, just more of the importance of why more corporations need to, not just with women, but just get out of the old like mentality of, you know, corporate white males are the only ones voices that matter. Why is that important?

Mitzi Short ([20:04](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=1204.119)):

Well, there's the business reason, right? So if you want to be able to connect and relate to your consumers, you have to be able to relate to them. And you, you need people that look like them in your organizations, right? Mm-hmm. <affirmative>. So there's a business imperative to be able to, to address consumers needs, but then having employees that have great ideas and are willing to share those to help the, the organization grow and achieve results is really important. If people don't feel like they belong, the organizations that do create that environment are going to be the ones that collect the talent. Mm-hmm. <affirmative> the talent to help to drive the business forward, the talent to help people feel like they're a part of the team that the organizations that people want to show up for every day. Mm-hmm. Right?

Corey Andrew Powell ([20:54](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=1254.08)):

Mm-hmm. <affirmative>. Yeah. Absolutely. And you know, one of the things, and just to go back a little bit to this, the, the superwoman syndrome. Mm-hmm. <affirmative>, uh, one of the parts of the book I love too is when you talk about how the superwoman syndrome is also is not just about women are actually doing everything, they're also trying to make it, they're concerned with making it look like it was easy, that they've done everything. Like it's almost like a bit of a, you know, a double-edged sword word. Like they're really, the bandwidth is maxed. They're, you know, at the end of their wi with everything, but it's almost like some sort of compliment that's, I don't know how she does it, you know, how does she do it? But then I thought, what was interesting, well, if there was a, I think a millennial you spoke to, maybe it was a Gen Zer, I'm not sure, but she talked about how the Zoom calls <laugh> kind of, you know, pull the veil back from that because on Zoom you see the mother, she's like breastfeeding with the BA blanket over the baby's head, and the dog is in the background acting a fool.

Corey Andrew Powell ([21:56](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=1316.56)):

The kids are screaming and, you know, so she said that was a positive in a way, the technology that we had to go to Zoom, it shows that what's really going on is a lot <laugh>. So, you know, talk about how, you know, you think that now that's a, maybe there's a better direction going forward because maybe people get it now that, you know, this work from home thing might have exposed us to more.

Mitzi Short ([22:18](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=1338.24)):

Well, I think the work from home thing proved that it can be done and productivity overall actually can go up, right? Mm-hmm. <affirmative>, in some ways it's leveled the playing field in the sense that everybody's in a box, right? Yeah. And everybody's in a box. They're the same height, they take a, you know, similar amount of space. And so the, the meetings before the meetings, they're less, uh, prominent in that, in this particular context. Right? And I think in some ways it's shown people, the people side of, of leaders and other employees because they see people in their different environments, right? I think there's the, the other side of that is if people make assumptions and judgments about people based on that, then that's, that's a challenge. I think the other key thing too is to be present and to show up and to be engaged when you're on Zoom as if you were in person. I think that's important. Mm-hmm. <affirmative>. Yeah. Because if you're not, then again, you might be dis disadvantaged, uh, from a, a vo a share of voice perspective.

Corey Andrew Powell ([23:26](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=1406.07)):

Mitzi Short, co-author of You Should Smile More, How to Dismantle Gender Bias in the Workplace. Thanks for being here today.

Mitzi Short ([23:32](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=1412.52)):

I really appreciate the fact that you, you've read it and you've actually taken it on, and you can see yourself in it, and you're helping to share, share the word and pass the message along. That's, that's exciting. And it's been my pleasure to be on the show, and glad to have you join the band.

Corey Andrew Powell ([23:49](https://www.temi.com/editor/t/6_laaPGyTKMbd4rJIZHAAxRR5i31iLqIpL7VQle4Qczeq1dFCT19tSYx1UAYvOwVKIPJPLTYr_OzCRpU-aCjqoYtGys?loadFrom=DocumentDeeplink&ts=1429.8)):

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