

From Harassment to Civility: Creating and Sustaining Culture in the #metoo Era

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Association of California Symphony Orchestras
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About Me



- Workforce & Leadership Strategist
- Author of **two books on leadership and talent**
- Speaks nationally on topics such as leadership, management and workforce trends and issues
- 17 year corporate career in sales, corporate training, marketing, and senior management.
- Led or worked on dozens of workplace investigations



I shouldn't be here today.



I shouldn't be here today.
(However...)

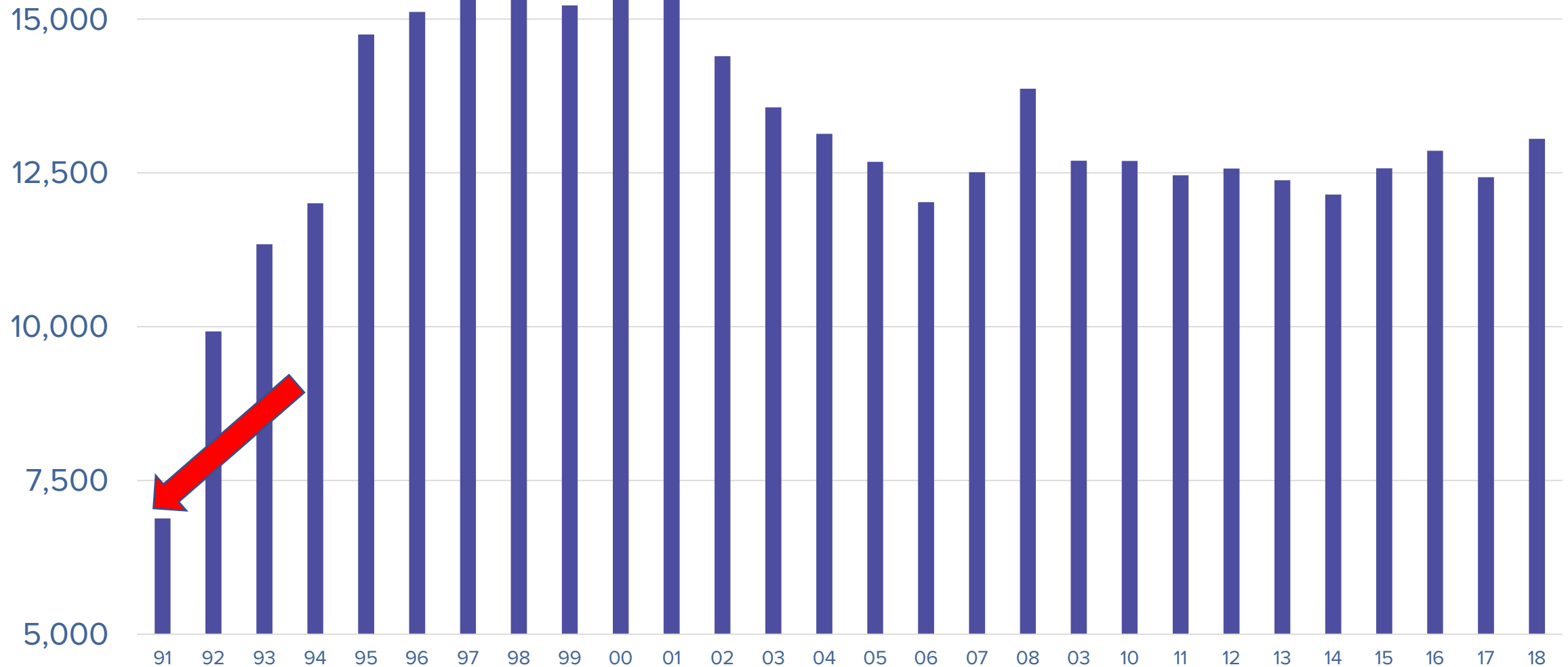


In The Workplace Right Now

- 13.6% increase in sexual harassment charges in 2018 from 2017
- #1 Discrimination Charge in U.S. in 2018?
 - Retaliation



Sexual Harassment Cases Filed (EEOC)



It Is Changing, But It's Still Male Dominated

“There are more CEOs named John, than women CEOs”



*---Professor Laura Huang
Harvard Business School*

In The United States

- 87%-94% of employees experiencing harassment don't file a formal complaint.
- If you're a woman, you have a **60% chance** of experiencing sexual harassment anywhere.
- If you're a man, you have a 20% chance of experiencing sexual harassment.



In Your Industry

Met Opera Accuses
James Levine of Decades
of Sexual Misconduct



rtgebouw Orchestra parts
th chief conductor Gatti

sterdam-based orchestra af
our

DECEPTIVE CADENCE

Charles Dutoit Facing New Sexual Assault
Accusations, Royal Philharmonic Cuts
Ties

January 11, 2018 · 1:28 PM ET

 TOM HUIZENGHA 



Non-Profits In Denial

“That could never happen here.”

Wanna bet?



In California

- 3,698 Right-to-Sue Letters ordered by DFEH
- About 2 in 5 of our non-profit clients



Excuses I Hear:

- It was just a misunderstanding
- “He/She over-reacted”
- “I didn’t know”
- “She’s not my type”

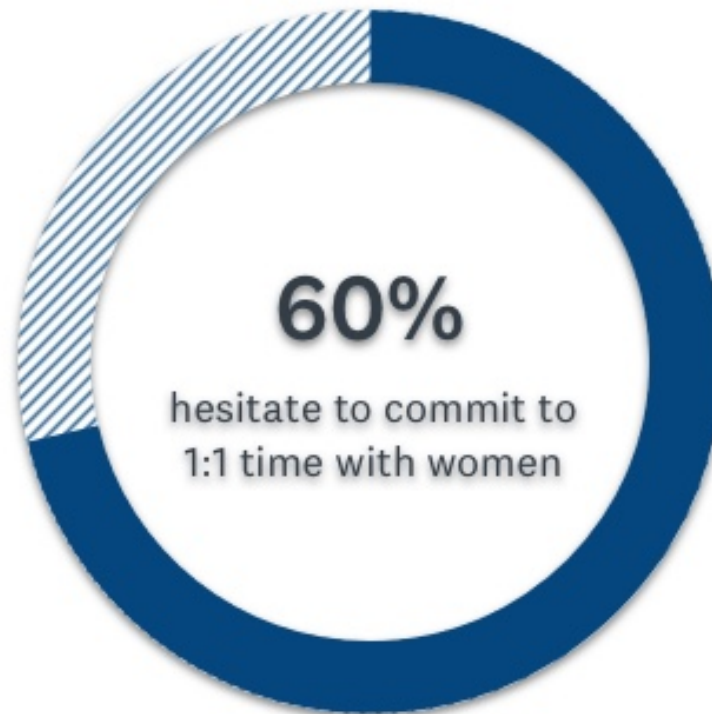


Potential Sexual Harassers



May 17, 2019

Men have grown uncomfortable with interaction
outside of work



Observations on That Survey

1. Men at senior-levels are 12x more likely than men at junior-levels to hesitate about 1:1 with women
2. Access needs to be equal



Observations on That Survey

(In fairness, women deserve better mentors than men who find their very presence scary.)



The Rules Aren't That Complicated.

“Men who are polite aren't really throwing up their hands and saying, now I can't touch anybody; it's only the men who aren't getting it who are saying that.”



--Jodi Smith, Founder, Mannersmith

In The Workplace

Is it #metoo or is it #outrage?

A: It doesn't really matter, if it happens to you.



Tactical Steps You Might Take



Update your Employee Handbook



Make it a regular practice to talk to your employees



Employee training (mandatory)



Board training (should be mandatory)



Encourage everyone to come forward.



Install a hotline for employees to call



**Define who you are before someone
else defines it for you.**



If we want to discourage harassment,
what is it we want to encourage?



Values + Leadership + Self-Awareness
=
Success



“When you start out with really good values, it’s much easier to maintain them.”

--Robert Pasin, CEO, Radio Flyer



I Went On Your Websites...

- Accessibility
- Accountable
- Collaboration
- Cooperation
- Creativity
- Diversity
- Education
- Engagement
- Excellence
- Financial Responsibility
- Innovation
- Musicianship
- Passion



Potential Strategic Solutions

- Conduct a culture audit
- Allow for truly confidential reporting
- Employee engagement surveys
- Update your training



A Really Simple Leadership Philosophy:

Treat your employees like your donors.



Goals & Values Builder

There are upsides/downside for a zero-tolerance policy.



Quick!
Describe Your Culture.



Your Values Define Your Culture.



Culture

- Your corporate culture is tangible – it's your job to care
- “Culture eats strategy for lunch.”
- If someone is always negative, get them out of the room.
- Who's in charge of yes?



Culture

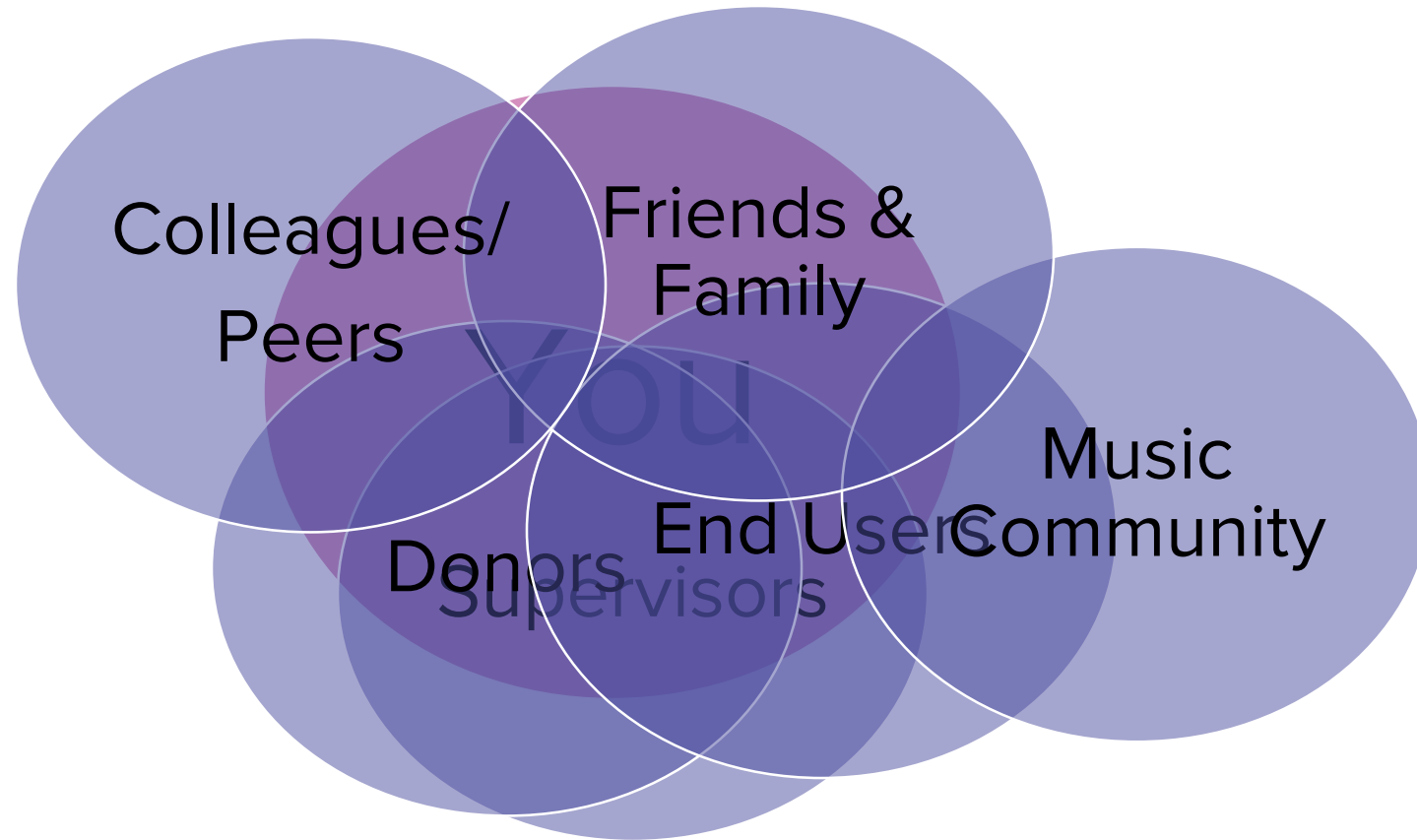
- Don't let your culture just happen.
- Be better at endings.
- Hire for character (train for skills)



Your Spheres of Influence



Everyone Blurs the Lines



Stop Putting It All on HR

- HR rarely has the power to stop sexual harassment.
- If you want a culture of respect, it has to be a top priority of top leaders.
- No excuses for bad behavior. No exceptions for star performers.
 - (Or, big donors.)
 - (Or, conductors.)



My Biggest Concern is Your Board & HVDs

- Balance Your Boards
- Set behavioral expectations for your boards
- Pretty hard for an employee to say no to a Board member
- Train them



“Diversity is being invited to the party;
inclusion is being asked to dance.”

--Verna Myers



Strategic Steps You Might Take

- Survey Your Employees (and perhaps your musicians):
 - How would you define our culture?
 - Based on your experience here, what **really are** our values?
 - If you were the Board Chair/CEO for a day, what's the first thing you'd do?
- Leadership Development
- Bystander Intervention Training
 - leveraging the people in your environment to set the tone for what's acceptable and what's not

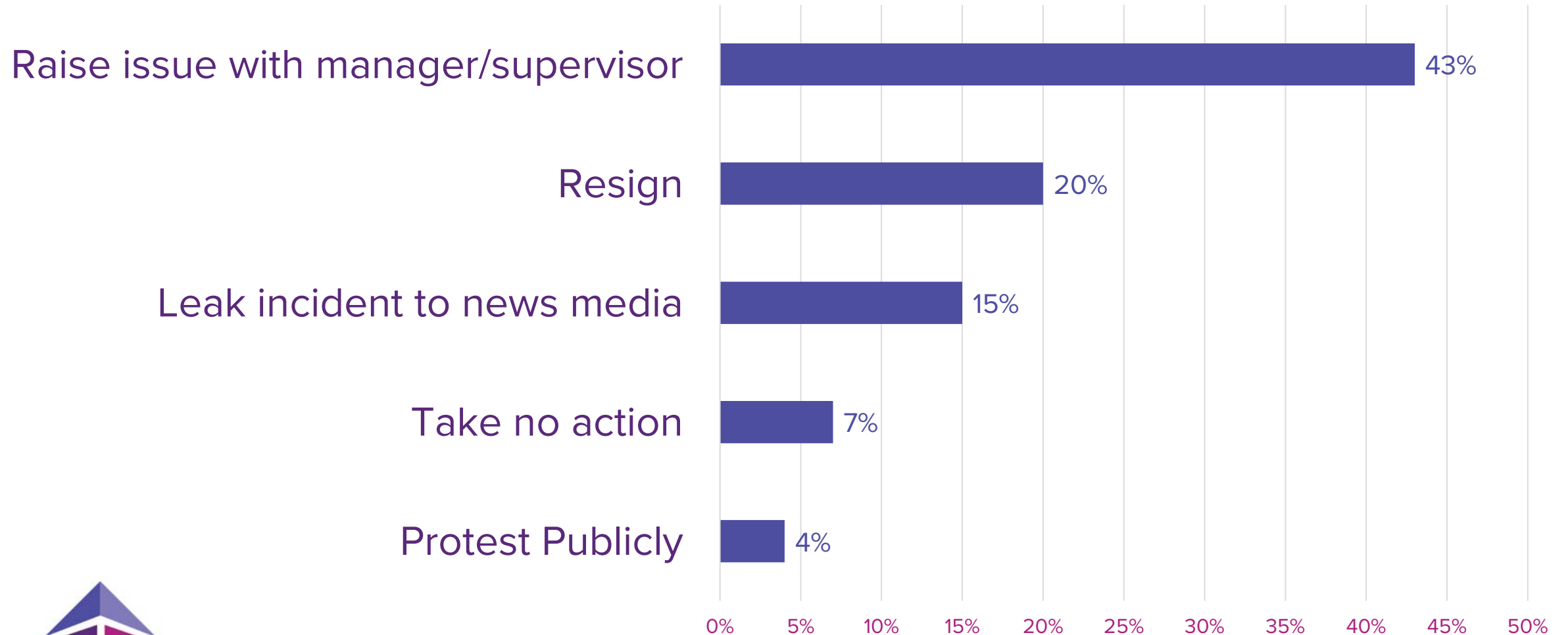


If It Happens...

- ‡ Grievance Procedure
- ‡ Board Chair Involvement
- ‡ Take it Seriously
- ‡ California Lawyers for the Arts



Actions Employee Likely To Take If Company Fails to Act Against Sexual Harassment



Is It Getting Better?

Harvard Study – July 2019

- Sexual Coercion: down from 25% to 16%
- Unwanted Sexual Attention: down from 66% to 25%
- But: Increase in reports of gender harassment (76% to 92%)



Your To Do List

- ‡ Grievance Procedure
- ‡ Board Chair Involvement
- ‡ Take it Seriously
- ‡ California Lawyers for the Arts



Thank You!

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