



Women in Leadership

Vice President Kamala Harris

Kamala D. Harris is the first Black person and first woman to become vice president.

She was born Oct. 20, 1946, in Oakland, California, to immigrants from India and Jamaica. Her mother, Shyamala Gopalan, was a breast cancer researcher and her father is a professor of economics.

“My mother would look at me and she’d say, ‘Kamala, you may be the first to do many things, but make sure you are not the last,’” Harris says.

Both of her parents were activists, having met during the civil rights movement. They took young Kamala and her sister, Maya, to demonstrations and introduced diverse role models such as Constance Baker Motley.

Harris is a graduate of Howard University and the University of California Hastings College of Law. She started her career in the Alameda (California) County District Attorney’s Office and was elected district attorney of San Francisco in 2003 and attorney general of California in 2010.

As attorney general, Harris won a \$20 billion settlement for Californians who had their homes foreclosed on and a \$1.1 billion settlement against a for-profit education company. Harris also ran for Senate and served as the junior sena-



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tor from California until Joe Biden chose her as his presidential running mate.

As a senator, Harris championed legislation for combat hunger, improve maternal health care, address climate change and more. She served on the Senate Committee on Environment and Public Works and authored

anti-lynching legislation that became law.

Harris is frequently called upon to cast a tie-breaking vote in the Senate because it is divided 50-50 between Republicans and Democrats. Her first tie-breaking vote was Feb. 5, 2021, to pass a pandemic stimulus package, and it was quickly followed by six

more tie-breakers, setting a new record.

Harris is married to attorney Doug Emhoff, who is referred to as the second gentleman. She’s stepmother to his two children, Cole and Ella. She’s written two books, “Smart on Crime: A Career Prosecutor’s Plan to Make Us Safer,” and “The Truths We Hold: An

American Journey,” and a children’s book, “Superheroes are Everywhere.”

She was the 2005 recipient of the Thurgood Marshall Award from the National Black Prosecutors Association, the 2016 recipient of the Bipartisan Justice Award from the 20/20 Bipartisan Justice Center, and has several honorary degrees.

Equality in the Workplace

In 2020, women earned 84 cents for every dollar men earned, the Pew Research Center says.

Based on those rates, it would take a woman an extra 42 days of work to earn what a man did in 2020. Here's a closer look at the pay gap women face in the workplace.

DIFFERENCES IN AGES PLAY A ROLE

Women ages 25-34 have a smaller wage gap than other generations. In 2020, research showed that women in this age group earned 93% of what men did, and that gap is closing. In 1980, for instance, women in this age group earned 33 cents less than male counterparts, a gap that narrowed to just 7 cents in 2020.

WHY IS THERE A PAY GAP?

Pew says that some of the gap can be explained by measurable factors such as educational attainment, occupational segregation and work experience. Women tend to be overrepresented in lower-paying occupations relative to their share of the workforce, which may exacerbate differences in pay.

But there are also more nefarious reasons. A 2017 Pew study shows that about 40% of women reported experiencing gender discrimination at work, including earnings



inequality. A quarter of employed women said they earned less than a man who was doing the same job.

THE EFFECT OF MOTHERHOOD

Motherhood is another factor in the gender pay gap. Becoming a mom can inter-

rupt a woman's career path, having a negative impact on a woman's earnings. In the U.S., women tend to take off more time than fathers after becoming a parent, and were nearly twice as likely as fathers to say taking time off had a negative impact on their job.

Once they become a moth-

er, women still tend to carry more of a load in the home and with childcare responsibilities. In a 2019 survey, Pew says that mothers with children younger than 18 say they were more likely than fathers to need to reduce working hours, felt like they couldn't give a full effort at work, and

turned down a promotion because they were balancing work and parenting.

One in five mothers say they had been passed over for an important assignment or promotion at work and more than a quarter say they were treated as if they weren't committed to their work.

Books on Leadership

Instead of picking up the latest novel, you can bone up on your leadership skills with these books recommended by Teambuilding.com.



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“WOMEN AND LEADERSHIP: REAL LIVES, REAL LESSONS”
by Julia Gillard and Ngozi Okonjo-Iweala

This book explores challenges women face while earning or holding executive positions. It features interviews with Hillary Clinton, Jacinda Arden and Theresa May. The authors are also trailblazing women politicians, and bring their firsthand experience to the book.

“LEAN IN: WOMEN, WORK AND THE WILL TO LEAD”
by Sheryl Sandberg

Facebook executive Sheryl Sandberg encourages women to speak up, take risks and be bold. Sandberg doles out advice on topics such as negotiation, mentorship and work-life balance, encouraging women to “lean in” and take control in the workplace.

“THE LIKEABILITY TRAP: HOW TO BREAK FREE AND SUCCEED AS YOU ARE”
by Alicia Menendez

Women are traditionally taught that to be pleasant and

well-liked is to be successful, and even women at the top of their game struggle with balancing being able and being likable. This book urges women to not cave to pressure to be liked and validated and instead embrace their true selves.

“WE SHOULD ALL BE FEMINISTS”
by Chimamanda Ngozi Adichie

This book is inspired by the TED Talk of the same name and lays out the ways that

misogyny harms both men and women.

It shows how all people can benefit from feminism and empowers women to rise above society’s expectations.

“MORE THAN ENOUGH: CLAIMING SPACE FOR WHO YOU ARE (NO MATTER WHAT THEY SAY)”
by Elaine Welteroth

Former Teen Vogue editor Elaine Welteroth’s memoir shows her rise to becoming one of the most successful

executives in the magazine’s history. It shows you how to break down barriers and remake the professional world into a place where you can not just survive, but thrive.

“GRIT: THE POWER OF PASSION AND PERSEVERANCE”
by Angela Duckworth

Psychologist Duckworth argues that grit is the key to success, and grit is a blend of long-term persistence and passion. She uses case studies to show how people can sur-

vive in tough situations, showing that grit is a learnable trait.

“RUN TO WIN: LESSONS IN LEADERSHIP FOR WOMEN CHANGING THE WORLD”

by Stephanie Schriock and Christina Reynolds

Schriock is the president of Emily’s List, an organization that empowers female leaders to run for office. It’s geared toward politics, but it has lessons for self-confidence, resilience, ambition and grace that everyone can use.



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Women, Work and COVID-19

The COVID-19 pandemic changed a lot about the way people work — home offices, remote work and, disproportionately, women leaving the workforce.

Keep reading to learn more about how the coronavirus pandemic affected women in the workplace.

WORKING MOTHERS AND LOW-WAGE EARNERS

Millions of working mothers were already taking on a disproportionate amount of childcare and home

responsibilities. As the pandemic disrupted child care systems and schools, more women felt the pressure to stay at home with the kids, the Brookings Institute says.

The Kaiser Family Foundation found that one in 10 working mothers with children under 18 said they quite a job because of school closures related to COVID-19, and 30% of working mothers said they had to take time off because school or daycare was closed.

Women are also disproportionately represented in low-wage, service jobs, which were hit hard by the pandemic. More than a third of people living in low-income households reported a job loss in March 2020, the institute said, and many people remain out of work.

REMOTE WORK

Even in jobs where women could transition to remote work, women still felt pandemic pressures. Mothers working full-time are balancing that work with caring for sick family members or children who were or are out of school.

More than half of mothers with children of school age said that the stress and worry of the pandemic negatively affected their mental health; one in five characterized the impact as major. However, less than 20% of these women sought mental health care.

“These realities have the potential to set back the labor force participation and wage gains women have

made in the labor market over the last several decades,” Brookings warns. The pandemic is bringing to light the extent to which the labor system, no matter the gains women have made in the past few generations, fails to support them, the institute says.

Brookings calls on the labor market to more fairly compensate women for their work and for the nation to take steps to reduce the cost of child care in America.

“We are long overdue in realigning our labor market policies, schools and daycare system with the modern reality faced by working parents; these interventions should be considered as part of the solution,” Brookings says.

Mary Barra, General Motors CEO

Mary Barra was elected chair of the GM board of directors in 2016 and has served as CEO of the company since 2014.

She previously served as an executive vice president and senior vice president at GM, responsible for the design, engineering and quality of GM vehicle launches worldwide. She is the first woman to lead a Big Three automaker.

EARLY LIFE

Barra was born Dec. 24, 1961, in Michigan, and went to work at GM when she was 18. She graduated from the General Motors Institute in 1985, then attended the Stanford Graduate School of Business on a GM fellowship. She earned her MBA in 1990 and began climbing the ladder at GM.

AS LEADER

GM says that, under Barra's leadership, the company is working toward a world with zero crashes, zero emissions and zero congestion.

She is focused on improving the customer experience and strengthening the company's core vehicle and services, GM says, working to lead the transformation of personal mobility through advanced technologies like connectivity, electrification and autonomous driving.

Personally, she invested bil-



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lions in electric vehicles and self-driving cars, as well as a ride-sharing service. Furthermore, Forbes says that GM is putting equality into practice company wide.

In 2018, GMC was one of only two global businesses that didn't have a gender pay gap.

SERVICE

Barra also serves on the General Dynamics board of directors and on the board of directors of the Detroit Business Club, and is also a director of The Walt Disney Co. She's also on The Business Council, a member of the Stanford University Board of

Trustees, the Stanford Graduate School of Business Advisory Council and the Board of Trustees for the Detroit Country Day School.

She's married with two children, and raises money for community arts programs and cancer research. Barra has appeared on Fortune maga-

zine's 50 Most Powerful Women in Business, on the Time 100 and the Forbes list of World's 100 Most Powerful Women. She's received honorary degrees from the University of Michigan and Duke University and was elected to the National Academy of Engineering in 2018.

Women and DEI Efforts

DEI is one of the hottest business buzzwords. It stands for diversity, equity and inclusion and refers to a company's effort to become more of all of those things.

This sounds great, especially for often-ignored segments of society. But, Forbes reports, there's a problem. Women are leading these efforts, but they're doing so without recognition or pay.

EMOTIONAL HEAVY LIFTING

The 2021 Women in the Workplace report, the largest study of women in corporate America, reports that women in senior leadership are more likely to provide emotional support to employees and make sure their workloads are manageable. They are twice as likely as men to spend time doing DEI work outside of their formal job duties, the survey says, including recruiting employees and leading employee resource groups.

WORKPLACE CULTURE

This shows that women are the builders and caretakers of workplace, Forbes said, and that's helping companies across the board navigate the pandemic.

"Women leaders are literally showing up as the leaders we need right now, because



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they're focused more on employee wellbeing and on diversity, equity and inclusion," LeanIn.Org's Rachel Thomas said. "It's hard to imagine organizations being able to build the diverse, inclusive cultures we so desperately need if we're not really focused on DEI. It's also interesting that despite added

stress and added exhaustion — because we know women are more burned out — they're rising to the moment."

THE NEW OFFICE HOUSEWORK

Previous generations of women in the workplace had to worry about handling the office housework, so to speak,

cleaning and coffee and so forth. Thomas says that DEI and workplace culture work may be this generation's unpaid work.

"I worry it's going to go the way of the new office housework, which is work that's mission critical to the health of organizations, but — because it's not included in

performance reviews, doesn't lead to advancement or doesn't get compensated — often isn't getting done," Thomas said. "Quite candidly, it's falling on women and people of color, who feel so deeply about making changes in their organizations that they take it on — even though it's not rewarded or recognized."

Bishop Minerva G. Carcano

Minerva Garza Carcano, born in Texas in 1954, is the first Hispanic woman to be elected to the episcopacy of the United Methodist Church, the second-largest Protestant denomination in the United States.

She is married to an immigration lawyer and has a daughter.

EARLY LIFE

Carcano was raised in Edinburg, Texas, and graduated from the University of Texas-Pan American in 1975. She earned a master's degree of theology from the Perkins School of Theology at Southern Methodist University and was ordained an elder in the United Methodist Church in 1979. She served around Texas and California and became the first Hispanic woman to be appointed a district superintendent in 1986.

ACTIVISM

Carcano is a vocal advocate for immigration reform in the United States and promotes ways to create dialogue between the United States and Mexico, including working with Humane Borders to establish water stations along



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immigration routes in the desert.

She also supports efforts to integrate LGBTQ+ congregants into the church. Carcano participated in the Human Rights Campaign's 2011 Call for Justice and Equality in Washington, D.C.

"Hate and violence against persons, whether it is bullying in our schools, the taunting

and violating of a person's privacy to the point of humiliating that person and destroying his or her sense of self worth and belonging, to beatings and even murder on our streets or on the outskirts of our towns, all because of a person's sexual orientation or gender identity, cannot be left unchallenged or unconquered," Carcano said. "Such

violence against our lesbian, gay, bisexual and transgender sisters and brothers is a violation of all that is good within us, and destroys the inherent human dignity of all of us."

LEADERSHIP ROLES

Carcano is the bishop of the California-Nevada Annual Conference of the United Methodist Church and leads

the church's Immigration Task Force. She's also served on the general boards of global ministry, church and society; and the United Methodist Publishing House. She served on and chaired the National Cooperative Parish Ministry Leadership Team and was the lead clergy delegate to the 1996 and 2004 General Conferences.