UNITED STATES

Climate of Silence

masculinity.8

8%

Negative Organizational Climates Are Powerful Barriers to Interrupting Sexism Climate of Silence: An environment where employees feel restrained from constructively speaking up about

organizational or work-related problems, concerns, or challenges.

<u>Combative Culture:</u> A hyper-competitive workplace culture in which value is placed on four dimensions: show no weakness, display strength and stamina, put work first, and act as if it's a dog-eat-dog world.

<u>Climate of Futility:</u> The sense that efforts to make change are not welcome and will not have the desired impact. Experiencing high levels of these three negative climates is common:⁶

High Level

High Levels

High Level

High Levels

more likely to do nothing

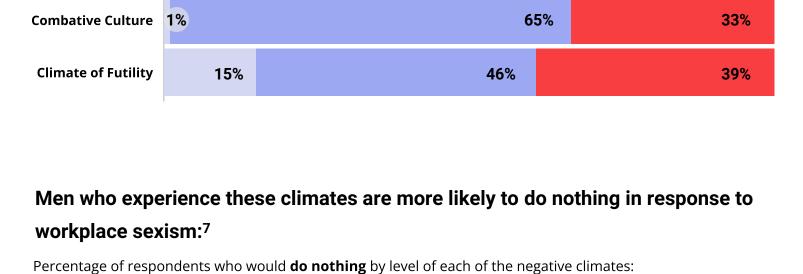
if they work in a **highly** combative culture compared to a less

combative culture.

22%

34%

None Some Level

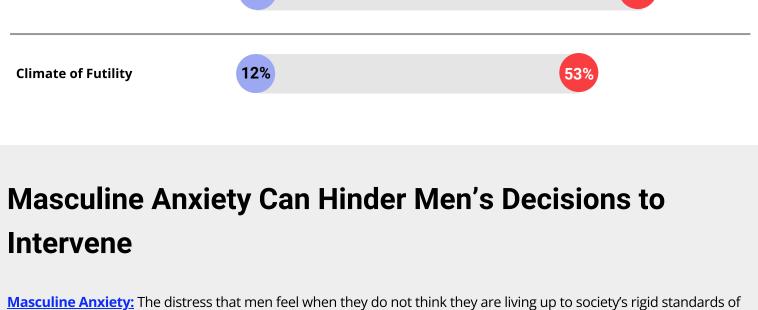


58%

11% **Climate of Silence**

12% **Combative Culture**

Low Levels



None Some Level **Prevalence of** Masculine 6% 72% **Anxiety Among Men**

Masculine anxiety is very common in the workplace:9

Low Levels

Men with **higher levels of**

masculine anxiety are¹¹

Men with lower levels of

masculine anxiety are¹²

and suggestions.

Heard Embolden Men to Speak Up

Openness

directly interrupting a sexist comment:15

41%

86%

of men with

of men with

of men with

of men with

more open managers

less open managers

more open managers

Sexual Orientation

9%

5%

in response to workplace sexism:10 Percentage of respondents who would **do nothing** by level of masculine anxiety:

Men with high levels of masculine anxiety are more likely to do nothing

Masculine Anxiety Masculine anxiety also worsens the link between combative cultures and doing nothing:

Open Managers and Workplaces Where Men Feel

by their managers but by the organization in general.¹³

Manager Openness: Employees believe that their manager shows interest in and acts upon their ideas, views,

Clear links exist between having an open manager, feeling heard at work, and



Heard

would directly interrupt

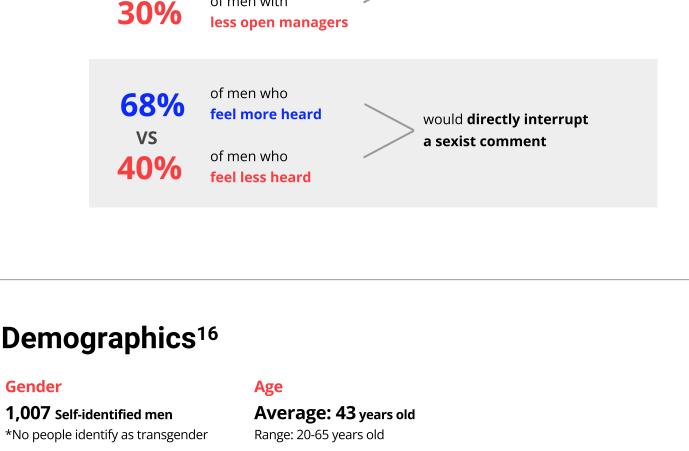
a sexist comment

feel heard

Organizational Rank

Industry

75%



Race or Ethnicity

White

Asian

Black

Latino

Multiracial

Indigenous

Prefer not to say

Another race or ethnicity

Gender



futility).

70(4), 637-652. 3. Johnson, W. B. & Smith, D. G. (2020). How men can confront other men about sexist behavior. Harvard Business 4. See men's accounts of the nuances of their decision making about how to react to incidences of sexism at work in

February 11). Catalyst.

Sattari, N. (2021). Men's stories of interrupting sexism. Catalyst. 5. The Interrupting Sexism at Work research series comprises five research reports and multiple infographics and tools. Across all studies, we employed quantitative and/or qualitative analyses to address different research questions.

- percentages of those more likely to do nothing based on either level of climate of silence, combative culture, or climate of futility. In all analyses, the observed values were significantly different than expected values with the following statistics: **Climate of Silence:** $\chi^2(1) = 267.67$, p < .001; **Combative Culture:** $\chi^2(1) = 269.81$, p < .001; **Climate of Futility**, $\chi^2(1) = 196.53$, p < .001. 8. DiMuccio, S., Sattari, N., Shaffer, E., & Cline, J. (2021). Masculine anxiety and interrupting sexism at work. Catalyst. 9. Masculine Anxiety: Scale responses ranged from 1 (no masculine anxiety) to 6 (extreme anxiety). The percentages presented reflect scores equal to 1 (no masculine anxiety); greater than 1 and less than 4 (some anxiety) and those
- combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant: $\chi^2(1) = 43.53$, p < .001. The model explained 26% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 12.1 times higher odds to do nothing than those experiencing lower levels of combative culture. 12. Binomial logistic regression was performed for men with a low level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant: $\chi^2(1) = 36.95$, p < .001. The model explained 8.3% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative cultures had 4 times higher odds to do nothing than those experiencing lower levels of combative culture. 13. Sattari, N., DiMuccio, S., & Gabriele, L. (2021). When managers are open, men feel heard and interrupt sexism. Catalyst. 14. Manager Openness: Scale responses ranged from 1 (strongly disagree that manager is open) to 6 (strongly agree
- openness and men's intent to directly interrupt sexism was mediated by increased levels of feeling heard. We controlled for participants' organizational rank. The total effect of manager openness on the likelihood of direct responses was significant (b = 0.36, SE = 0.03, p < .001). The direct effect of manager openness on the likelihood of direct responses was significant (b = 0.23, SE = 0.04, p < .001) and its indirect effect through improved experiences of feeling heard was also significant (b = 0.13 [LLCI = 0.08, ULCI = 0.19]). The association between manager openness and feeling heard was significant (b = 0.69, SE = 0.02, p < .001) and the association between feeling heard and likelihood of directly interrupting was significant as well (b = 0.19, SE = 0.04, p < .001). The scales measuring
- 16. Some variables do not add to 100% due to rounding.

Data were collected from more than 6,500 survey participants in 12 countries across three global regions. For information on the series, including comprehensive findings and our methodologies, please see the series webpage. 6. Climate of Silence: Scale responses ranged from 1 (strongly disagree that a climate of silence is present in the workplace) to 6 (strongly agree that a climate of silence is present in the workplace). The percentages presented reflect scores equal to 1 (no silence), greater than 1 and less than 4 (some level of silence) and those equal or greater than 4 (high levels of silence). Combative Culture: Scale responses ranged from 1 (experiencing no level of combative culture in the workplace) to 6 (experiencing extreme levels of combative culture). The percentages presented reflect scores equal to 1 (no combative culture), greater than 1 and less than 4 (some level of combative

culture experienced) and 4 or higher (high level of combative culture experienced). Climate of Futility: Scale

7. Doing nothing was measured on a 1 (not at all likely to do nothing) to 6 (extremely likely to do nothing) scale.

Bivariate correlations were run between each climate and the likelihood of doing nothing to establish if there is a relationship. All three climates were significantly positively related to the likelihood of doing nothing: climate of silence: r = .60, p < .001; **Combative Culture:** r = .63, p < .001; **Climate of Futility:** r = .54, p < .001. The scales measuring climate of silence, combative culture, and climate of futility were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each negative organizational condition. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. Separate chi-square analyses were used to test the difference in

responses ranged from 1 (strongly disagree that a climate of futility is present in the workplace) to 6 (strongly agree that a climate of futility is present in the workplace). The percentages presented reflect scores equal to 1 (no climate of futility), greater than 1 and less than 4 (some level of futility), and those equal or greater than 4 (high levels of

How to cite: DiMuccio, S. & Sattari, N. (2022). How organizations can encourage men to interrupt sexism. Catalyst.

1. Women in management: Quick Take. (2020, August 11). Catalyst; Women in the workforce–global: Quick Take. (2021,

2. Drury, B. & Kaiser, C. (2014). Allies against sexism: The role of men in confronting sexism. Journal of Social Issues,

equal or greater than 4 (high levels of anxiety). 10. A bivariate correlation was run between masculine anxiety and the likelihood of doing nothing to establish if there is a relationship. Masculine anxiety was significantly positively related to the likelihood of doing nothing, r = .72, p < .72.001. The masculine anxiety scale was then dichotomized with participants whose average on the scale was 4 or higher categorized as reporting a high level and those with scores less than 4, a low level of masculine anxiety. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. A chi-square analysis was conducted to test the difference in percentages of those more likely to nothing based on levels of masculine anxiety. The observed values were significantly different than expected values, $\chi^2(1) = 329.76$, p

11.Binomial logistic regression was performed for men with a high level of masculine anxiety to examine the impact of

that manager is open). The percentages presented reflect scores averaging less than 4 (little to no experience with manager openness). Feeling Heard: Scale responses ranged from 1 (strongly disagree that they are heard) to 6 (strongly agree that they are heard). The percentages presented reflect scores averaging less than 4 (little to no experience with feeling heard). 15. Directly interrupt was measured on a 1 (not at all likely to directly interrupt) to 6 (extremely likely to directly interrupt) scale. Relationships among Manager Openness, Feeling Heard, and Directly Interrupting: We

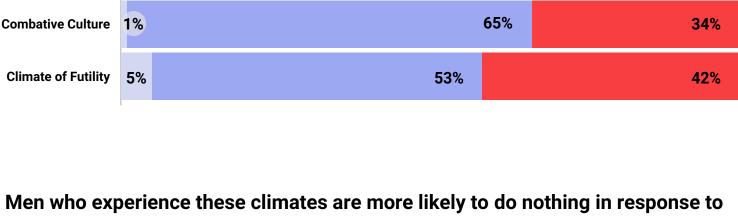
conducted a mediation analysis using Hayes' PROCESS macro package, Model 4. The association between manager

manager openness and feeling heard were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each experience. Participants whose average on the directly interrupt scale was 4 or higher were categorized as reporting a high likelihood of directly interrupting. For brevity, participants in this group are referred to as those more likely to directly interrupt. Directly Interrupt and Manager Openness: A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of manager openness. The observed values were significantly different than expected values, $\chi^2(1) = 53.96$, p < .001. Feeling Heard and Manager Openness: A chi-square analysis was conducted to test the difference in percentages of those who feel heard based on levels of manager openness. The observed values were significantly different than expected values, $\chi^2(1) = 267.34$, p < .001. Directly Interrupt and Feeling Heard: A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of feeling heard. The observed values were significantly different than expected values, $\chi^2(1) = 57.96$, p < .001.

Barriers to Interrupting Sexism

Combative Culture: A hyper-competitive workplace culture in which value is placed on four dimensions: show no weakness, display strength and stamina, put work first, and act as if it's a dog-eat-dog world.

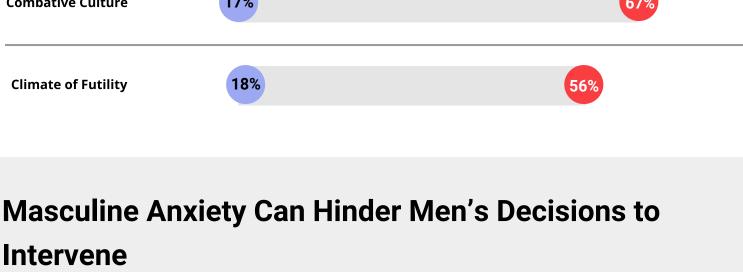
<u>Climate of Futility:</u> The sense that efforts to make change are not welcome and will not have the desired impact.



Climate of Silence 18% 66%

Percentage of respondents who would **do nothing** by level of each of the negative climates:

Low Levels



None Some Level **Prevalence of** Masculine 67% 3% **Anxiety**

Among Men

Men with high levels of masculine anxiety are more likely to do nothing

in response to workplace sexism:10 Percentage of respondents who would **do nothing** by level of masculine anxiety: **High Levels Low Levels Masculine Anxiety** 21%



by their managers but by the organization in general.

directly interrupting a sexist comment:13

69%

VS

VS

36%

63%

VS

41%

Prefer not to say

Sattari, N. (2021). *Men's stories of interrupting sexism*. Catalyst.

February 11). Catalyst.

Review.

futility).

 $\chi^2(1) = 50.33, p < .001.$

equal or greater than 4 (high levels of anxiety).

of men with

of men with

of men with

of men who

of men who

feel less heard

feel more heard

more open managers

more open managers

less open managers

39% 37% Manager Feeling Heard **Openness**

A relatively high percentage of participants report little to no experience with

Percentage with little to no experience

manager openness and feeling heard in the workplace:12

34% less open managers of men with 80%

would directly interrupt

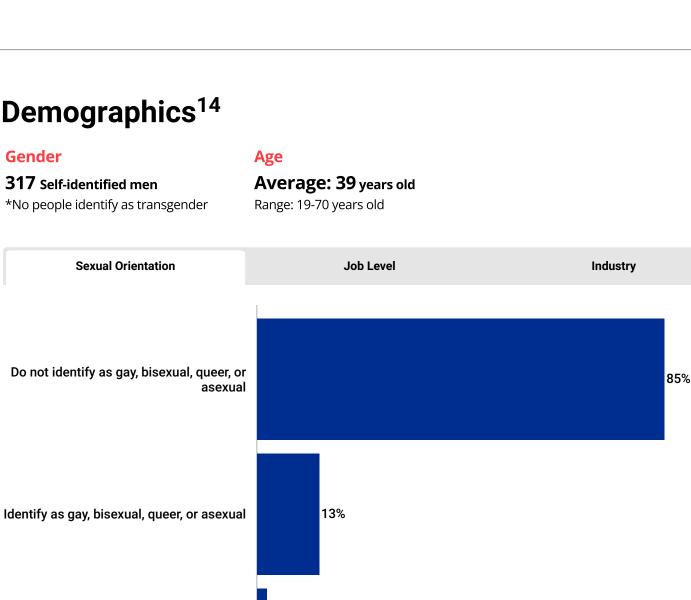
would directly interrupt

a sexist comment

a sexist comment

feel heard

Clear links exist between having an open manager, feeling heard at work, and



5. The Interrupting Sexism at Work research series comprises five research reports and multiple infographics and tools. Across all studies, we employed quantitative and/or qualitative analyses to address different research questions. Data were collected from more than 6,500 survey participants in 12 countries across three global regions. For information on the series, including comprehensive findings and our methodologies, please see the series webpage. 6. Climate of Silence: Scale responses ranged from 1 (strongly disagree that a climate of silence is present in the

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2. Drury, B. & Kaiser, C. (2014). Allies against sexism: The role of men in confronting sexism. Journal of Social Issues,

3. Johnson, W. B. & Smith, D. G. (2020). How men can confront other men about sexist behavior. Harvard Business

4. See men's accounts of the nuances of their decision making about how to react to incidences of sexism at work in

workplace) to 6 (strongly agree that a climate of silence is present in the workplace). The percentages presented reflect scores equal to 1 (no silence), greater than 1 and less than 4 (some level of silence) and those equal or

7. Doing nothing was measured on a 1 (not at all likely to do nothing) to 6 (extremely likely to do nothing) scale.

Bivariate correlations were run between each climate and the likelihood of doing nothing to establish if there is a relationship. All three climates were significantly positively related to the likelihood of doing nothing: Climate of **Silence:** r = .53, p < .001; **Combative Culture:** r = .54, p < .001; **Climate of Futility:** r = .51, p < .001. The scales measuring climate of silence, combative culture, and climate of futility were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each negative organizational condition. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. Separate chi-square analyses were used to test the difference in percentages of those more likely to nothing based on either level of climate of silence, combative culture, or climate of futility. In all analyses, the observed values were significantly different than expected values with the following statistics: Climate of Silence: $\chi^2(1) = 73.53$, p < .001; Combative Culture: $\chi^2(1) = 79.36$, p < .001; Climate of Futility,

greater than 4 (high levels of silence). Combative Culture: Scale responses ranged from 1 (experiencing no level of combative culture in the workplace) to 6 (experiencing extreme levels of combative culture). The percentages presented reflect scores equal to 1 (no combative culture), greater than 1 and less than 4 (some level of combative culture experienced) and 4 or higher (high level of combative culture experienced). Climate of Futility: Scale responses ranged from 1 (strongly disagree that a climate of futility is present in the workplace) to 6 (strongly agree that a climate of futility is present in the workplace). The percentages presented reflect scores equal to 1 (no climate of futility), greater than 1 and less than 4 (some level of futility), and those equal or greater than 4 (high levels of

10. A bivariate correlation was run between masculine anxiety and the likelihood of doing nothing to establish if there is a relationship. Masculine anxiety was significantly positively related to the likelihood of doing nothing, r = .52, p <.001. The masculine anxiety scale was then dichotomized with participants whose average on the scale was 4 or higher categorized as reporting a high level and those with scores less than 4, a low level of masculine anxiety.

Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high

likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. A chi-square analysis was conducted to test the difference in percentages of those who do nothing based on levels of masculine anxiety. The observed values were significantly different than expected values, $\chi^2(1) = 50.89$, p < .001. 11. Sattari, N., DiMuccio, S., & Gabriele, L. (2021). When managers are open, men feel heard and interrupt sexism. Catalyst. 12. Manager Openness: Scale responses ranged from 1 (strongly disagree that manager is open) to 6 (strongly agree that manager is open). The percentages presented reflect scores averaging less than 4 (little to no experience with manager openness). Feeling Heard: Scale responses ranged from 1 (strongly disagree that they are heard) to 6 (strongly agree that they are heard). The percentages presented reflect scores averaging less than 4 (little to no

8. DiMuccio, S., Sattari, N., Shaffer, E., & Cline, J. (2021). Masculine anxiety and interrupting sexism at work. Catalyst. 9. Masculine Anxiety: Scale responses ranged from 1 (no masculine anxiety) to 6 (extreme anxiety). The percentages presented reflect scores equal to 1 (no masculine anxiety); greater than 1 and less than 4 (some anxiety) and those

experience with feeling heard). 13. Directly interrupt was measured on a 1 (not at all likely to directly interrupt) to 6 (extremely likely to directly interrupt) scale. Relationships among Manager Openness, Feeling Heard, and Directly Interrupting: We conducted a mediation analysis using Hayes' PROCESS macro package, Model 4. The association between manager openness and men's intent to directly interrupt sexism was mediated by increased levels of feeling heard. We controlled for participants' organizational rank. The total effect of manager openness on the likelihood of direct responses was significant (b = 0.40, SE = 0.06, p < .001). The direct effect of manager openness on the likelihood of direct responses was significant (b = 0.30, SE = 0.07, p < .001) and its indirect effect through improved experiences of feeling heard was also significant (b = 0.10 [LLCI = 0.01, ULCI = 0.20]). The association between manager openness and feeling heard was significant (b = 0.56, SE = 0.06, p < .001) and the association between feeling heard and likelihood of directly interrupting was significant as well (b = 0.17, SE = 0.06, p < .01). The scales measuring

manager openness and feeling heard were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each experience. Participants whose average on the directly interrupt scale was 4 or higher were categorized as reporting a high likelihood of directly interrupting. For brevity, participants in this group are referred to as those more likely to directly interrupt. Directly Interrupt and Manager Openness: A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of manager openness. The

observed values were significantly different than expected values, $\chi^2(1) = 30.17$, p < .001. **Feeling Heard and** Manager Openness: A chi-square analysis was conducted to test the difference in percentages of those who feel heard based on levels of manager openness. The observed values were significantly different than expected values, $\chi^2(1) = 53.00$, p < .001. Directly Interrupt and Feeling Heard: A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of feeling heard. The observed values were significantly different than expected values, $\chi^2(1) = 11.83$, p < .01. 14. Some variables do not add to 100% due to rounding.

- **FRANCE Negative Organizational Climates Are Powerful** Climate of Silence: An environment where employees feel restrained from constructively speaking up about organizational or work-related problems, concerns, or challenges.
- workplace sexism:⁷
- **Combative Culture** 17% Masculine Anxiety: The distress that men feel when they do not think they are living up to society's rigid standards of masculinity.8 Masculine anxiety is very common in the workplace:9

Experiencing high levels of these three negative climates is common:⁶ None Some Level **Climate of Silence** 2% 66%

High Level

High Levels

High Level

30%

33%

GERMANY

Climate of Silence

masculinity.8

nothing:

5%

Negative Organizational Climates Are Powerful Barriers to Interrupting Sexism Climate of Silence: An environment where employees feel restrained from constructively speaking up about

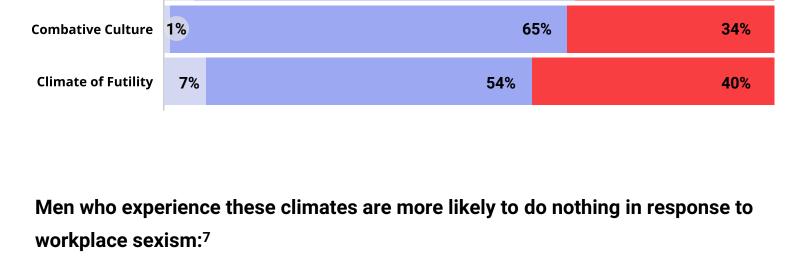
organizational or work-related problems, concerns, or challenges. <u>Combative Culture:</u> A hyper-competitive workplace culture in which value is placed on four dimensions: show no weakness, display strength and stamina, put work first, and act as if it's a dog-eat-dog world.

<u>Climate of Futility:</u> The sense that efforts to make change are not welcome and will not have the desired impact. Experiencing high levels of these three negative climates is common:⁶

High Level

33%

None Some Level



63%

High Levels

High Level

more likely to do nothing if they work in a **highly**

combative culture compared to a less

combative culture.

42%

Industry

Feeling

Heard

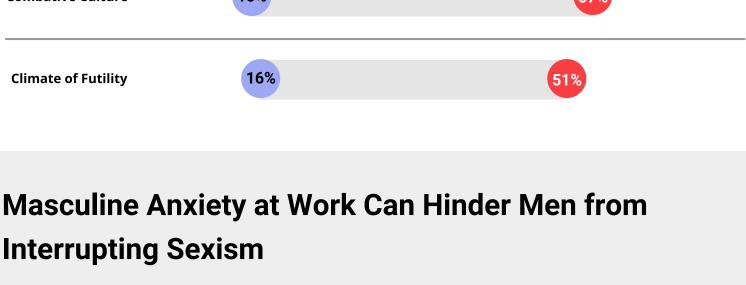
22%

15% **Climate of Silence**

15% **Combative Culture**

Percentage of respondents who would **do nothing** by level of each of the negative climates:

Low Levels



Masculine Anxiety: The distress that men feel when they do not think they are living up to society's rigid standards of

None Some Level **Prevalence of** Masculine 74% 3% **Anxiety Among Men**

Masculine anxiety is very common in the workplace:9

16%

Men with higher levels of masculine anxiety are¹¹

Men with lower levels of

masculine anxiety are¹²

Men with high levels of masculine anxiety are more likely to do nothing

in response to workplace sexism:10 Percentage of respondents who would **do nothing** by level of masculine anxiety: **High Levels Low Levels Masculine Anxiety**

Masculine anxiety also worsens the link between combative cultures and doing

Open Managers and Attentive Workplaces Embolden Men to Speak Up Manager Openness: Employees believe that their manager shows interest in and acts upon their ideas, views, and suggestions. **Feeling Heard:** Employees believe that their views about their jobs are considered in decision making-not only by their managers but by the organization in general.¹³ A relatively high percentage of participants report little to no experience with

Percentage with little to no experience

manager openness and feeling heard in the workplace:14

Manager

Openness

directly interrupting a sexist comment:¹⁵

79%

34%

of men with

of men with

of men with

more open managers

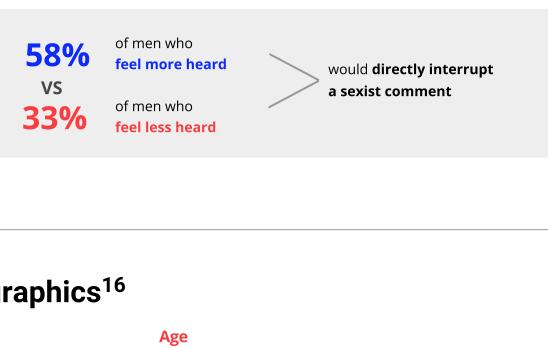
less open managers

45%

59% more open managers would directly interrupt a sexist comment of men with 34% less open managers

feel heard

Clear links exist between having an open manager, feeling heard at work, and



Average: 40 years old

Organizational Rank

Range: 19-68 years old

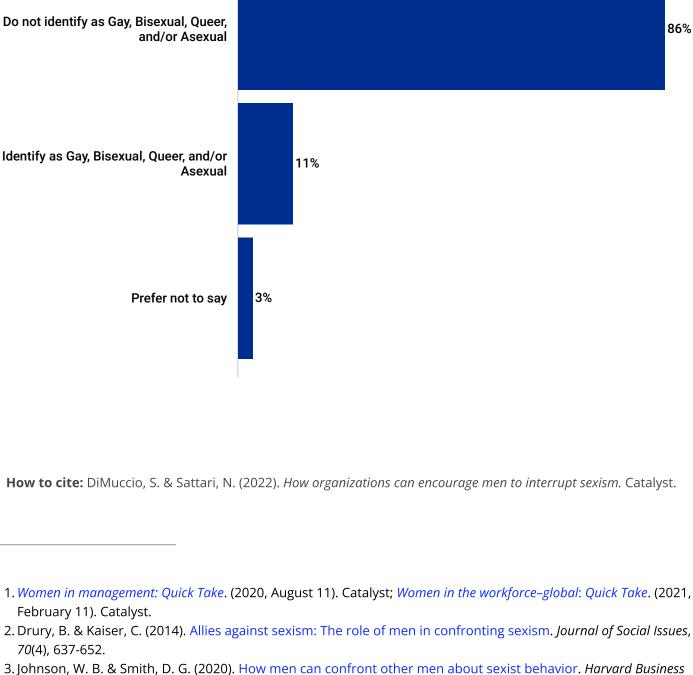
Demographics¹⁶ Gender

546 Self-identified men >99% Cisgender man

Sexual Orientation

<1% Transgender man

Review.



7. Doing nothing was measured on a 1 (not at all likely to do nothing) to 6 (extremely likely to do nothing) scale. Bivariate correlations were run between each climate and the likelihood of doing nothing to establish if there is a relationship. All three climates were significantly positively related to the likelihood of doing nothing: Climate of **Silence:** r = .57, p < .001; **Combative Culture:** r = .57, p < .001; **Climate of Futility:** r = .46, p < .001. The scales

measuring climate of silence, combative culture, and climate of futility were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each negative organizational condition. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. Separate chi-square analyses were used to test the difference in percentages of those more likely to do nothing based on either level of climate of silence, combative culture, or climate of futility. In all analyses, the observed values were significantly different than expected values with the following statistics: Climate of Silence: $\chi^2(1) = 112.33$, p < .001; Combative Culture: $\chi^2(1) = 104.71$, p < .001;

4. See men's accounts of the nuances of their decision making about how to react to incidences of sexism at work in

5. The *Interrupting Sexism at Work* research series comprises five research reports and multiple infographics and tools. Across all studies, we employed quantitative and/or qualitative analyses to address different research questions. Data were collected from more than 6,500 survey participants in 12 countries across three global regions. For

information on the series, including comprehensive findings and our methodologies, please see the series webpage.

6. Climate of silence: Scale responses ranged from 1 (strongly disagree that a climate of silence is present in the workplace) to 6 (strongly agree that a climate of silence is present in the workplace). The percentages presented reflect scores equal to 1 (no silence), greater than 1 and less than 4 (some level of silence) and those equal or greater than 4 (high levels of silence). Combative culture: Scale responses ranged from 1 (experiencing no level of combative culture in the workplace) to 6 (experiencing extreme levels of combative culture). The percentages presented reflect scores equal to 1 (no combative culture), greater than 1 and less than 4 (some level of combative

culture experienced) and 4 or higher (high level of combative culture experienced). Climate of futility: Scale

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Sattari, N. (2021). *Men's stories of interrupting sexism*. Catalyst.

Climate of Futility, $\chi^2(1) = 77.23$, p < .001.

presented reflect scores equal to 1 (no masculine anxiety); greater than 1 and less than 4 (some anxiety) and those equal or greater than 4 (high levels of anxiety). 10. A bivariate correlation was run between masculine anxiety and the likelihood of doing nothing to establish if there is a relationship. Masculine anxiety was significantly positively related to the likelihood of doing nothing, r = .67, p <.001. The masculine anxiety scale was then dichotomized with participants whose average on the scale was 4 or higher categorized as reporting a high level and those with scores less than 4, a low level of masculine anxiety. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. A chi-square analysis was conducted to test the difference in percentages of those more likely to do nothing based on levels of masculine anxiety. The observed values were significantly different than expected values, $\chi^2(1) =$ 142.30, *p* < .001. 11. Binomial logistic regression was performed for men with a high level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression

model was statistically significant: $\chi^2(1) = 23.64$, p < .001. The model explained 22% (Nagelkerke R Square) of

culture had 6.9 times higher odds to do nothing than those experiencing lower levels of combative culture. 12. Binomial logistic regression was performed for men with a low level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant: $\chi^2(1) = 13.44$, p < .001. The model explained 5.6% (Nagelkerke R Square) of

variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative

8. DiMuccio, S., Sattari, N., Shaffer, E., & Cline, J. (2021). Masculine anxiety and interrupting sexism at work. Catalyst. 9. Masculine Anxiety: Scale responses ranged from 1 (no masculine anxiety) to 6 (extreme anxiety). The percentages

variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 3 times higher odds to do nothing than those experiencing lower levels of combative culture. 13. Sattari, N., DiMuccio, S., & Gabriele, L. (2021). When managers are open, men feel heard and interrupt sexism. Catalyst. 14. Manager Openness: Scale responses ranged from 1 (strongly disagree that manager is open) to 6 (strongly agree that manager is open). The percentages presented reflect scores averaging less than 4 (little to no experience with manager openness). Feeling Heard: Scale responses ranged from 1 (strongly disagree that they are heard) to 6 (strongly agree that they are heard). The percentages presented reflect scores averaging less than 4 (little to no experience with feeling heard). 15. Directly interrupt was measured on a 1 (not at all likely to directly interrupt) to 6 (extremely likely to directly interrupt) scale. Relationships among Manager Openness, Feeling Heard, and Directly Interrupting: We

conducted a mediation analysis using Hayes' PROCESS macro package, Model 4. The association between manager openness and men's intent to directly interrupt sexism was mediated by increased levels of feeling heard. We controlled for participants' organizational rank. The total effect of manager openness on the likelihood of direct

responses was significant (b = 0.25, SE = 0.04, p < .001). The direct effect of manager openness on the likelihood of direct responses was significant (b = 0.17, SE = 0.05, p < .001) and its indirect effect through improved experiences of feeling heard was also significant (b = 0.08 [LLCI = 0.01, ULCI = 0.15]). The association between manager openness and feeling heard was significant (b = 0.58, SE = 0.04, p < .001) and the association between feeling heard and likelihood of directly interrupting was significant as well (b = 0.13, SE = 0.05, p < .01). The scales measuring manager openness and feeling heard were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each experience. Participants whose average on the directly interrupt scale was 4 or higher were categorized as reporting a high likelihood of directly interrupting. For brevity, participants in this group are referred to as those more likely to directly interrupt. Directly Interrupt and Manager Openness: A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of manager openness. The observed values were significantly different than expected values, $\chi^2(1) = 29.54$, p < .001. Feeling Heard and Manager Openness: A chi-square analysis was conducted to test the difference in percentages of those who feel heard based on levels of manager openness. The observed values were significantly different than expected values, $\chi^2(1) = 93.51$, p < .001. Directly Interrupt and Feeling Heard: A chi-square analysis was conducted to test the

CATALYST

difference in percentages of those more likely to directly interrupt based on levels of feeling heard. The observed values were significantly different than expected values, $\chi^2(1) = 27.70$, p < .001. 16. Some variables do not add to 100% due to rounding.

ITALY

Climate of Silence

masculinity.8

nothing:

Men with higher levels of

masculine anxiety are¹¹

Men with lower levels of

masculine anxiety are¹²

8%

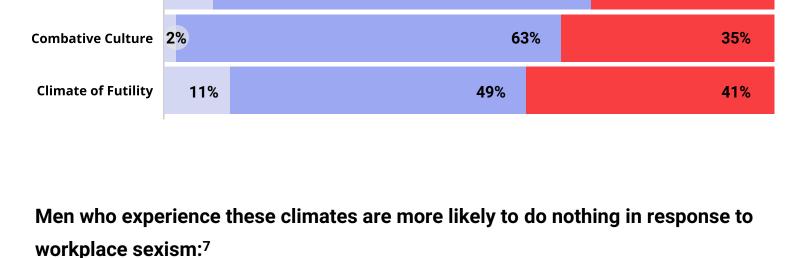
Negative Organizational Climates Are Powerful Barriers to Interrupting Sexism Climate of Silence: An environment where employees feel restrained from constructively speaking up about

organizational or work-related problems, concerns, or challenges. <u>Combative Culture:</u> A hyper-competitive workplace culture in which value is placed on four dimensions: show

no weakness, display strength and stamina, put work first, and act as if it's a dog-eat-dog world. <u>Climate of Futility:</u> The sense that efforts to make change are not welcome and will not have the desired impact.

None Some Level

Experiencing high levels of these three negative climates is common:⁶



High Level

High Levels

High Level

more likely to do nothing if they work in a highly

combative culture compared to a less

combative culture.

37%

Feeling

Heard

would **directly interrupt**

would directly interrupt

90%

a sexist comment

a sexist comment

26%

30%

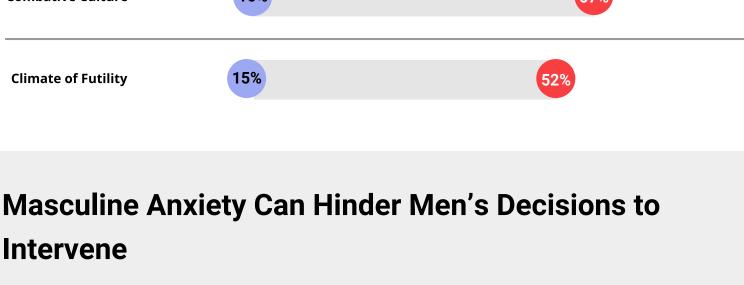
62%

16% **Climate of Silence**

16% **Combative Culture**

Percentage of respondents who would **do nothing** by level of each of the negative climates:

Low Levels



Masculine Anxiety: The distress that men feel when they do not think they are living up to society's rigid standards of

None Some Level **Prevalence of** Masculine 3% 72% **Anxiety Among Men**

Masculine anxiety is very common in the workplace:9

Men with high levels of masculine anxiety are more likely to do nothing

in response to workplace sexism:10 Percentage of respondents who would **do nothing** by level of masculine anxiety: **High Levels Low Levels Masculine Anxiety**

Masculine anxiety also worsens the link between combative cultures and doing

4x

Open Managers and Workplaces Where Men Feel

Heard Embolden Men to Speak Up

Manager Openness: Employees believe that their manager shows interest in and acts upon their ideas, views, and suggestions. Feeling Heard: Employees believe that their views about their jobs are considered in decision making-not only

Clear links exist between having an open manager, feeling heard at work, and

40%

Manager **Openness**

directly interrupting a sexist comment:15

66%

VS

28%

66%

of men with

of men with

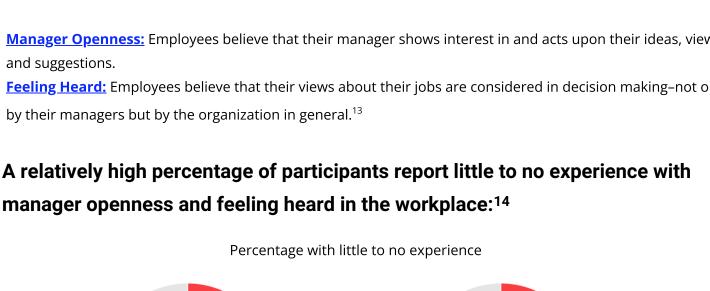
of men who

of men who feel less heard

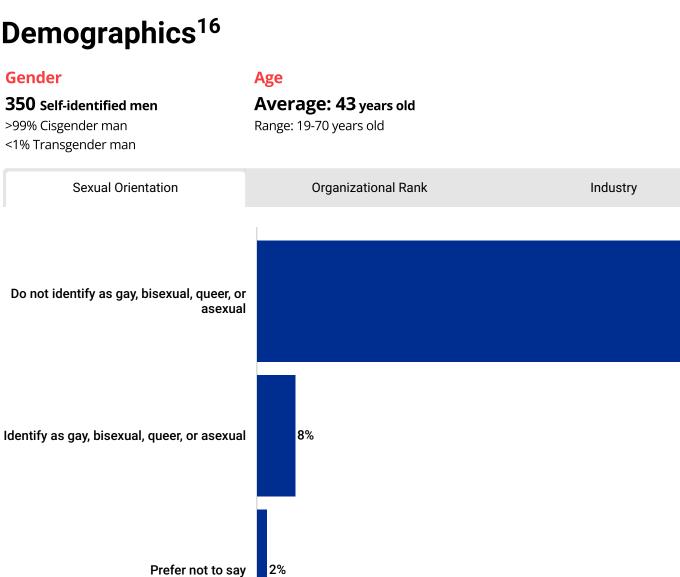
feel more heard

more open managers

less open managers



of men with **82%** more open managers feel heard VS of men with 34% less open managers



Review. 4. See men's accounts of the nuances of their decision making about how to react to incidences of sexism at work in Sattari, N. (2021). Men's stories of interrupting sexism. Catalyst. 5. The Interrupting Sexism at Work research series comprises five research reports and multiple infographics and tools. Across all studies, we employed quantitative and/or qualitative analyses to address different research questions.

February 11). Catalyst.

70(4), 637-652.

How to cite: DiMuccio, S. & Sattari, N. (2022). How organizations can encourage men to interrupt sexism. Catalyst.

1. Women in management: Quick Take. (2020, August 11). Catalyst; Women in the workforce-global: Quick Take. (2021,

2. Drury, B. & Kaiser, C. (2014). Allies against sexism: The role of men in confronting sexism. Journal of Social Issues,

3. Johnson, W. B. & Smith, D. G. (2020). How men can confront other men about sexist behavior. Harvard Business

Data were collected from more than 6,500 survey participants in 12 countries across three global regions. For

6. Climate of Silence: Scale responses ranged from 1 (strongly disagree that a climate of silence is present in the workplace) to 6 (strongly agree that a climate of silence is present in the workplace). The percentages presented reflect scores equal to 1 (no silence), greater than 1 and less than 4 (some level of silence) and those equal or

information on the series, including comprehensive findings and our methodologies, please see the series webpage.

greater than 4 (high levels of silence). Combative Culture: Scale responses ranged from 1 (experiencing no level of combative culture in the workplace) to 6 (experiencing extreme levels of combative culture). The percentages presented reflect scores equal to 1 (no combative culture), greater than 1 and less than 4 (some level of combative culture experienced) and 4 or higher (high level of combative culture experienced). Climate of Futility: Scale

responses ranged from 1 (strongly disagree that a climate of futility is present in the workplace) to 6 (strongly agree that a climate of futility is present in the workplace). The percentages presented reflect scores equal to 1 (no climate of futility), greater than 1 and less than 4 (some level of futility), and those equal or greater than 4 (high levels of

7. Doing nothing was measured on a 1 (not at all likely to do nothing) to 6 (extremely likely to do nothing) scale.

Bivariate correlations were run between each climate and the likelihood of doing nothing to establish if there is a relationship. All three climates were significantly positively related to the likelihood of doing nothing: Climate of **Silence:** r = .60, p < .001; **Combative Culture:** r = .60, p < .001; **Climate of Futility:** r = .59, p < .001. The scales measuring climate of silence, combative culture, and climate of futility were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each negative organizational condition. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. Separate chi-square analyses were used to test the difference in

percentages of those more likely to nothing based on either level of climate of silence, combative culture, or climate of futility. In all analyses, the observed values were significantly different than expected values with the following statistics: Climate of Silence: $\chi^2(1) = 78.05$, $\rho < .001$; Combative Culture: $\chi^2(1) = 62.63$, $\rho < .001$; Climate of Futility, $\chi^2(1) = 53.92, p < .001.$

8. DiMuccio, S., Sattari, N., Shaffer, E., & Cline, J. (2021). Masculine anxiety and interrupting sexism at work. Catalyst. 9. Masculine Anxiety: Scale responses ranged from 1 (no masculine anxiety) to 6 (extreme anxiety). The percentages presented reflect scores equal to 1 (no masculine anxiety); greater than 1 and less than 4 (some anxiety) and those

equal or greater than 4 (high levels of anxiety). 10. A bivariate correlation was run between masculine anxiety and the likelihood of doing nothing to establish if there is a relationship. Masculine anxiety was significantly positively related to the likelihood of doing nothing, r = .68, p <.001. The masculine anxiety scale was then dichotomized with participants whose average on the scale was 4 or higher categorized as reporting a high level and those with scores less than 4, a low level of masculine anxiety. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. A chi-square analysis was conducted to test the difference in percentages of those more likely to do nothing based on levels of masculine anxiety. The observed values were significantly different than expected values, $\chi^2(1) = 90.51$, p < .001. 11. Binomial logistic regression was performed for men with a high level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression

model was statistically significant: $\chi^2(1) = 8.64$, p < .01. The model explained 13% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture

12. Binomial logistic regression was performed for men with a low level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression

model was statistically significant: $\chi^2(1) = 9.27$, p < .01. The model explained 5.9% (Nagelkerke R Square) of variance

had 4.4 times higher odds to do nothing than those experiencing lower levels of combative culture.

experience with feeling heard).

in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 3 times higher odds to do nothing than those experiencing lower levels of combative culture. 13. Sattari, N., DiMuccio, S., & Gabriele, L. (2021). When managers are open, men feel heard and interrupt sexism. Catalyst. 14. Manager openness: Scale responses ranged from 1 (strongly disagree that manager is open) to 6 (strongly agree that manager is open). The percentages presented reflect scores averaging less than 4 (little to no experience with manager openness). Feeling heard: Scale responses ranged from 1 (strongly disagree that they are heard) to 6 (strongly agree that they are heard). The percentages presented reflect scores averaging less than 4 (little to no

15. Directly interrupt was measured on a 1 (not at all likely to directly interrupt) to 6 (extremely likely to directly interrupt) scale. Relationships among Manager Openness, Feeling Heard, and Directly Interrupting: We

controlled for participants' organizational rank. The total effect of manager openness on the likelihood of direct responses was significant (b = 0.44, SE = 0.05, p < .001). The direct effect of manager openness on the likelihood of direct responses was significant (b = 0.29, SE = 0.06, p < .001) and its indirect effect through improved experiences of feeling heard was also significant (b = 0.15 [LLCI = 0.04, ULCI = 0.23]). The association between manager openness and feeling heard was significant (b = 0.66, SE = 0.05, p < .001) and the association between feeling heard and likelihood of directly interrupting was significant as well (b = 0.22, SE = 0.06, p < .001). The scales measuring manager openness and feeling heard were then dichotomized with participants whose average on each scale was 4

or higher categorized as reporting high levels and those with scores less than 4, low levels of each experience. Participants whose average on the directly interrupt scale was 4 or higher were categorized as reporting a high likelihood of directly interrupting. For brevity, participants in this group are referred to as those more likely to

conducted a mediation analysis using Hayes' PROCESS macro package, Model 4. The association between manager

openness and men's intent to directly interrupt sexism was mediated by increased levels of feeling heard. We

directly interrupt. Directly Interrupt and Manager Openness: A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of manager openness. The observed values were significantly different than expected values, $\chi^2(1) = 42.12$, p < .001. Feeling Heard and Manager Openness: A chi-square analysis was conducted to test the difference in percentages of those who feel heard based on levels of manager openness. The observed values were significantly different than expected values, $\chi^2(1) = 67.56$, p < .001. Directly Interrupt and Feeling Heard: A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of feeling heard. The observed

values were significantly different than expected values, $\chi^2(1) = 44.75$, p < .001.

16. Some variables do not add to 100% due to rounding.

NETHERLANDS

Climate of Silence

3%

Negative Organizational Climates Are Powerful Barriers to Interrupting Sexism Climate of Silence: An environment where employees feel restrained from constructively speaking up about

organizational or work-related problems, concerns, or challenges.

Combative Culture: A hyper-competitive workplace culture in which value is placed on four dimensions: show no weakness, display strength and stamina, put work first, and act as if it's a dog-eat-dog world.

<u>Climate of Futility:</u> The sense that efforts to make change are not welcome and will not have the desired impact. Experiencing high levels of these three negative climates is common:⁶

High Level

High Levels

High Level

High Levels

combative culture compared to a less

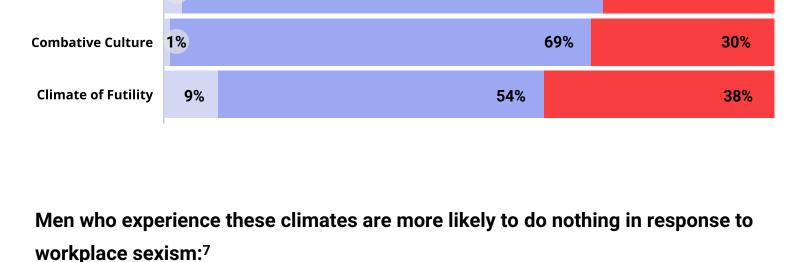
combative culture.

22%

28%

69%

None Some Level

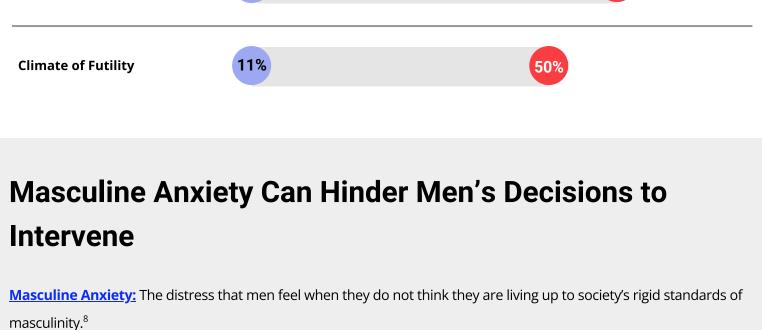


12% **Climate of Silence**

11% **Combative Culture**

Percentage of respondents who would **do nothing** by level of each of the negative climates:

Low Levels



None Some Level **Prevalence of** Masculine 2% 76% **Anxiety Among Men**

Percentage of respondents who would **do nothing** by level of masculine anxiety:

Low Levels

16%

Men with lower levels of

masculine anxiety are¹²

Openness

56%

VS

40%

75%

Do not identify as gay, bisexual, queer,

Identify as gay, bisexual, queer, and/or

and/or asexual

Prefer not to say

Sattari, N. (2021). *Men's stories of interrupting sexism*. Catalyst.

Futility, $\chi^2(1) = 75.45$, p < .001.

of men with

of men with

of men with

of men with

more open managers

less open managers

more open managers

Masculine Anxiety

Masculine anxiety is very common in the workplace:9

Men with high levels of masculine anxiety are more likely to do nothing in response to workplace sexism:10

Masculine anxiety also worsens the link between combative cultures and doing nothing:

Open Managers and Workplaces Where Men Feel

бх

39% 36% **Feeling** Manager

Heard

would **directly interrupt**

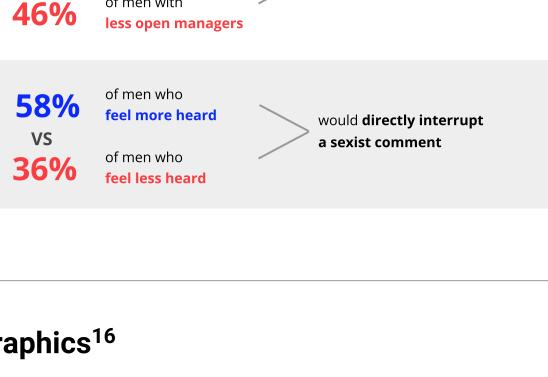
84%

a sexist comment

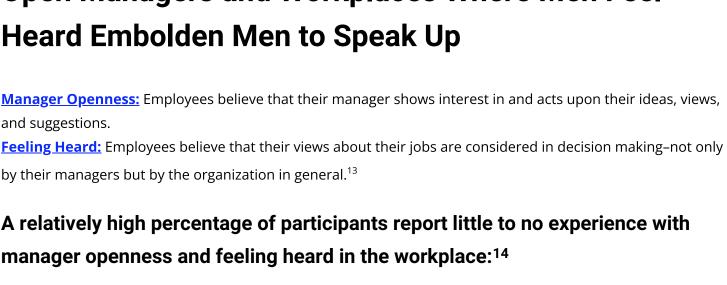
feel heard

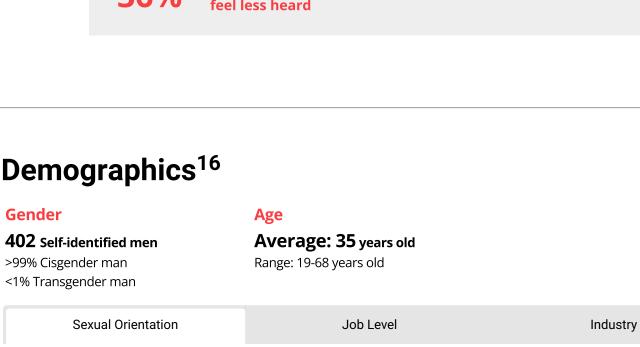
Percentage with little to no experience

Clear links exist between having an open manager, feeling heard at work, and directly interrupting a sexist comment:¹⁵



Men with **higher levels of** masculine anxiety are¹¹ more likely to do nothing if they work in a **highly**





1. Women in management: Quick Take. (2020, August 11). Catalyst; Women in the workforce-global: Quick Take. (2021, February 11). Catalyst. 2. Drury, B. & Kaiser, C. (2014). Allies against sexism: The role of men in confronting sexism. Journal of Social Issues, 70(4), 637-652. 3. Johnson, W. B. & Smith, D. G. (2020). How men can confront other men about sexist behavior. Harvard Business

How to cite: DiMuccio, S. & Sattari, N. (2022). How organizations can encourage men to interrupt sexism. Catalyst.

4. See men's accounts of the nuances of their decision making about how to react to incidences of sexism at work in

5. The Interrupting Sexism at Work research series comprises five research reports and multiple infographics and tools. Across all studies, we employed quantitative and/or qualitative analyses to address different research questions. Data were collected from more than 6,500 survey participants in 12 countries across three global regions. For

information on the series, including comprehensive findings and our methodologies, please see the series webpage.

greater than 4 (high levels of silence). Combative Culture: Scale responses ranged from 1 (experiencing no level of combative culture in the workplace) to 6 (experiencing extreme levels of combative culture). The percentages presented reflect scores equal to 1 (no combative culture). greater than 1 and less than 4 (some level of combative culture experienced) and 4 or higher (high level of combative culture experienced). Climate of Futility: Scale

responses ranged from 1 (strongly disagree that a climate of futility is present in the workplace) to 6 (strongly agree that a climate of futility is present in the workplace). The percentages presented reflect scores equal to 1 (no climate of futility), greater than 1 and less than 4 (some level of futility) and those equal or greater than 4 (high levels of

7. Doing nothing was measured on a 1 (not at all likely to do nothing) to 6 (extremely likely to do nothing) scale.

Bivariate correlations were run between each climate and the likelihood of doing nothing to establish if there is a relationship. All three climates were significantly positively related to the likelihood of doing nothing: Climate of **Silence:** r = .62, p < .001; **Combative Culture:** r = .61, p < .001; **Climate of Futility:** r = .55, p < .001. The scales measuring Climate of silence, Combative culture, and Climate of futility were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each negative organizational condition. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. Separate chi-square analyses were used to test the difference in percentages of those more likely to nothing based on either level of climate of silence, combative culture, or climate of futility. In all analyses, the observed values were significantly different than expected values with the following statistics: Climate of Silence: $\chi^2(1) = 103.39$, $\rho < .001$; Combative Culture: $\chi^2(1) = 105.73$, $\rho < .001$; Climate of

6. Climate of Silence: Scale responses ranged from 1 (strongly disagree that a climate of silence is present in the workplace) to 6 (strongly agree that a climate of silence is present in the workplace). The percentages presented reflect scores equal to 1 (no silence), greater than 1 and less than 4 (some level of silence) and those equal or

12%

4%

presented reflect scores equal to 1 (no masculine anxiety); greater than 1 and less than 4 (some anxiety) and those equal or greater than 4 (high levels of anxiety). 10. A bivariate correlation was run between masculine anxiety and the likelihood of doing nothing to establish if there is a relationship. Masculine anxiety was significantly positively related to the likelihood of doing nothing, r = .64, p <

.001. The masculine anxiety scale was then dichotomized with participants whose average on the scale was 4 or higher categorized as reporting a high level and those with scoress less than 4, a low level of masculine anxiety. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high

likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. A chi-square analysis was conducted to test the difference in percentages of those more likely to do nothing based on levels of masculine anxiety. The observed values were significantly different than expected values, $\chi^2(1) = 71.12$,

11. Binomial logistic regression was performed for men with a high level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant: $\chi^2(1) = 23.01$, p < .001. The model explained 31.5% (Nagelkerke R Square) of

8. DiMuccio, S., Sattari, N., Shaffer, E., & Cline, J. (2021). Masculine anxiety and interrupting sexism at work. Catalyst. 9. Masculine Anxiety: Scale responses ranged from 1 (no masculine anxiety) to 6 (extreme anxiety). The percentages

variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 13.8 times higher odds to do nothing than those experiencing lower levels of combative culture. 12. Binomial logistic regression was performed for men with a low level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant: $\chi^2(1) = 27.41$, p < .001. The model explained 14.2% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 6.1 times higher odds to do nothing than those experiencing lower levels of combative culture. 13. Sattari, N., DiMuccio, S., & Gabriele, L. (2021). When managers are open, men feel heard and interrupt sexism. Catalyst. 14. Manager Openness: Scale responses ranged from 1 (strongly disagree that manager is open) to 6 (strongly agree that manager is open). The percentages presented reflect scores averaging less than 4 (little to no experience with manager openness). Feeling Heard: Scale responses ranged from 1 (strongly disagree that they are heard) to 6 (strongly agree that they are heard). The percentages presented reflect scores averaging less than 4 (little to no

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responses was significant (b = 0.20, SE = 0.04, p < .001). The direct effect of manager openness on the likelihood of direct responses was significant (b = 0.11, SE = 0.05, p < .03) and its indirect effect through improved experiences of feeling heard was also significant (b = 0.08 [LLCI = 0.02, ULCI = 0.14]). The association between manager openness and feeling heard was significant (b = 0.47, SE = 0.04, p < .001) and the association between feeling heard and likelihood of directly interrupting was significant as well (b = 0.17, SE = 0.05, p < .001). The scales measuring manager openness and feeling heard were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each experience. Participants whose average on the directly interrupt scale was 4 or higher were categorized as reporting a high likelihood of directly interrupting. For brevity, participants in this group are referred to as those more likely to directly interrupt. Directly Interrupt and Manager Openness: A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of manager openness. The observed values were significantly different than expected values, $\chi^2(1) = 8.38$, p < .01. **Feeling Heard and** Manager Openness: A chi-square analysis was conducted to test the difference in percentages of those who feel heard based on levels of manager openness. The observed values were significantly different than expected values, $\chi^2(1)$ = 30.22, p < .001. Directly Interrupt and Feeling Heard: A chi-square analysis was conducted to test the

difference in percentages of those more likely to directly interrupt based on levels of feeling heard. The observed

values were significantly different than expected values, $\chi^2(1) = 14.76$, p < .001.

16. Some variables do not add to 100% due to rounding.

experience with feeling heard).

SWEDEN

masculinity.8

nothing:

Men with higher levels of

masculine anxiety are¹¹

Men with lower levels of

masculine anxiety are¹²

Negative Organizational Climates Are Powerful Barriers to Interrupting Sexism Climate of Silence: An environment where employees feel restrained from constructively speaking up about

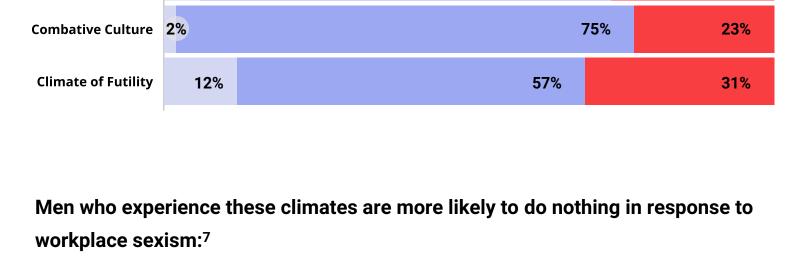
organizational or work-related problems, concerns, or challenges. **Combative Culture:** A hyper-competitive workplace culture in which value is placed on four dimensions: show no weakness, display strength and stamina, put work first, and act as if it's a dog-eat-dog world.

<u>Climate of Futility:</u> The sense that efforts to make change are not welcome and will not have the desired impact. Experiencing high levels of these three negative climates is common:⁶

Some Level

Climate of Silence 6% 68%

None

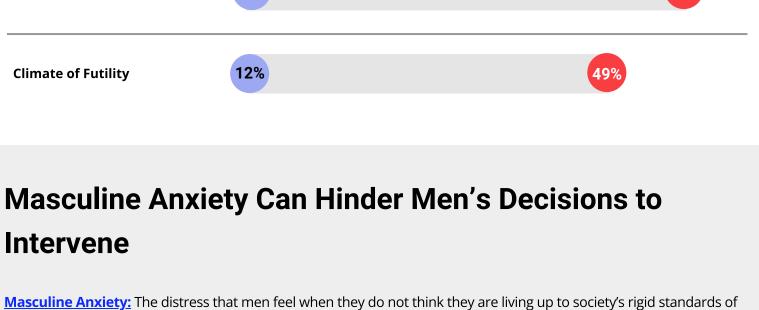


12% **Climate of Silence**

12% **Combative Culture**

Percentage of respondents who would **do nothing** by level of each of the negative climates:

Low Levels



Prevalence of Masculine 4% 75% **Anxiety Among Men**

Masculine anxiety is very common in the workplace:9

None

in response to workplace sexism:10 Percentage of respondents who would **do nothing** by level of masculine anxiety:

Men with high levels of masculine anxiety are more likely to do nothing

Some Level

High Levels Low Levels Masculine Anxiety 12%

Masculine anxiety also worsens the link between combative cultures and doing

Open Managers and Workplaces Where Men Feel

5x

by their managers but by the organization in general.¹³

43%

Manager

Openness

directly interrupting a sexist comment:15

32%

77%

31%

of men with

of men with

of men with

of men with

more open managers

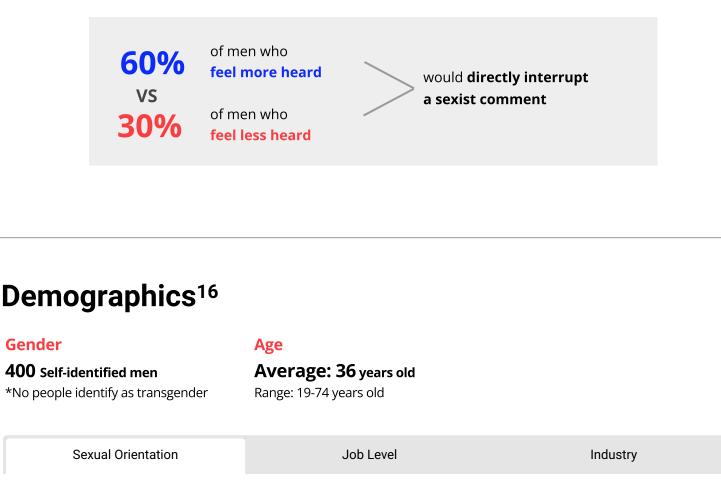
less open managers

more open managers

less open managers

Clear links exist between having an open manager, feeling heard at work, and





16%

How to cite: DiMuccio, S. & Sattari, N. (2022). How organizations can encourage men to interrupt sexism. Catalyst.

1. Women in management: Quick Take. (2020, August 11). Catalyst; Women in the workforce-global: Quick Take. (2021,

2. Drury, B. & Kaiser, C. (2014). Allies against sexism: The role of men in confronting sexism. Journal of Social Issues,

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6. Climate of Silence: Scale responses ranged from 1 (strongly disagree that a climate of silence is present in the workplace) to 6 (strongly agree that a climate of silence is present in the workplace). The percentages presented reflect scores equal to 1 (no silence), greater than 1 and less than 4 (some level of silence) and those equal or greater than 4 (high levels of silence). Combative Culture: Scale responses ranged from 1 (experiencing no level of

combative culture in the workplace) to 6 (experiencing extreme levels of combative culture). The percentages presented reflect scores equal to 1 (no combative culture), greater than 1 and less than 4 (some level of combative culture experienced) and 4 or higher (high level of combative culture experienced). Climate of Futility: Scale

7. Doing nothing was measured on a 1 (not at all likely to do nothing) to 6 (extremely likely to do nothing) scale.

Bivariate correlations were run between each climate and the likelihood of doing nothing to establish if there is a relationship. All three climates were significantly positively related to the likelihood of doing nothing: Climate of **Silence:** r = .65, p < .001; **Combative Culture:** r = .63, p < .001; **Climate of Futility:** r = .59, p < .001. The scales measuring climate of silence, combative culture, and climate of futility were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each negative organizational condition. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. Separate chi-square analyses were used to test the difference in percentages of those more likely to do nothing based on either level of climate of silence, combative culture, or climate of futility. In all analyses, the observed values were significantly different than expected values with the following statistics: Climate of Silence: $\chi^2(1) = 80.03$, p < .001; Combative Culture: $\chi^2(1) = 100.32$, p < .001; Climate

responses ranged from 1 (strongly disagree that a climate of futility is present in the workplace) to 6 (strongly agree that a climate of futility is present in the workplace). The percentages presented reflect scores equal to 1 (no climate of futility), greater than 1 and less than 4 (some level of futility), and those equal or greater than 4 (high levels of

February 11). Catalyst.

70(4), 637-652.

futility).

of Futility, $\chi^2(1) = 67.78$, $\rho < .001$.

experience with feeling heard).

16. Some variables do not add to 100% due to rounding.

Do not identify as gay, bisexual, queer, or

Identify as gay, bisexual, queer, or asexual

asexual

Prefer not to say

- 4. See men's accounts of the nuances of their decision making about how to react to incidences of sexism at work in Sattari, N. (2021). Men's stories of interrupting sexism. Catalyst. 5. The *Interrupting Sexism at Work* research series comprises five research reports and multiple infographics and tools. Across all studies, we employed quantitative and/or qualitative analyses to address different research questions. Data were collected from more than 6,500 survey participants in 12 countries across three global regions. For information on the series, including comprehensive findings and our methodologies, please see the series webpage.
- 9. Masculine Anxiety: Scale responses ranged from 1 (no masculine anxiety) to 6 (extreme anxiety). The percentages presented reflect scores equal to 1 (no masculine anxiety); greater than 1 and less than 4 (some anxiety) and those equal or greater than 4 (high levels of anxiety). 10. A bivariate correlation was run between masculine anxiety and the likelihood of doing nothing to establish if there is a relationship. Masculine anxiety was significantly positively related to the likelihood of doing nothing, r = .67, p <

.001. The masculine anxiety scale was then dichotomized with participants whose average on the scale was 4 or higher categorized as reporting a high level and those with scores less than 4, a low level of masculine anxiety. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high

likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. A chi-square analysis was conducted to test the difference in percentages of those more likely to do nothing based

on levels of masculine anxiety. The observed values were significantly different than expected values, $\chi^2(1) =$

11.Binomial logistic regression was performed for men with a high level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression

8. DiMuccio, S., Sattari, N., Shaffer, E., & Cline, J. (2021). Masculine anxiety and interrupting sexism at work. Catalyst.

- model was statistically significant: $\chi^2(1) = 19.98$, p < .001. The model explained 28.2% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 8.6 times higher odds to do nothing than those experiencing lower levels of combative culture. 12. Binomial logistic regression was performed for men with a low level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant: $\chi^2(1) = 13.09$, p < .001. The model explained 7.9% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 4.8 times higher odds to do nothing than those experiencing lower levels of combative culture. 13. Sattari, N., DiMuccio, S., & Gabriele, L. (2021). When managers are open, men feel heard and interrupt sexism. Catalyst. 14. Manager Openness: Scale responses ranged from 1 (strongly disagree that manager is open) to 6 (strongly agree that manager is open). The percentages presented reflect scores averaging less than 4 (little to no experience with manager openness). Feeling Heard: Scale responses ranged from 1 (strongly disagree that they are heard) to 6 (strongly agree that they are heard). The percentages presented reflect scores averaging less than 4 (little to no
- conducted a mediation analysis using Hayes' PROCESS macro package, Model 4. The association between manager openness and men's intent to directly interrupt sexism was mediated by increased levels of feeling heard. We controlled for participants' organizational rank. The total effect of manager openness on the likelihood of direct responses was significant (b = 0.28, SE = 0.05, p < .001). The direct effect of manager openness on the likelihood of direct responses was marginally significant (b = 0.12, SE = 0.06, p < .05) and its indirect effect through improved experiences of feeling heard was also significant (b = 0.16 [LLCI = 0.07, ULCI = 0.25]). The association between manager openness and feeling heard was significant (b = 0.56, SE = 0.04, p < .001) and the association between feeling heard and likelihood of directly interrupting was significant as well (b = 0.29, SE = 0.07, p < .001). The scales measuring manager openness and feeling heard were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each experience. Participants whose average on the directly interrupt scale was 4 or higher were categorized as reporting a high likelihood of directly interrupting. For brevity, participants in this group are referred to as those more likely to directly interrupt. **Directly Interrupt and Manager Openness:** A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of manager openness. The observed values were significantly different than expected values, $\chi^2(1) = 22.57$, p < .001. Feeling Heard and Manager Openness: A chi-square analysis was conducted to test the difference in percentages of those who feel heard based on levels of manager openness. The observed values were significantly different than

expected values, $\chi^2(1) = 66.19$, p < .001. Directly Interrupt and Feeling Heard: A chi-square analysis was

heard. The observed values were significantly different than expected values, $\chi^2(1) = 26.09$, p < .001.

conducted to test the difference in percentages of those more likely to directly interrupt based on levels of feeling

15. Directly interrupt was measured on a 1 (not at all likely to directly interrupt) to 6 (extremely likely to directly interrupt) scale. Relationships among Manager Openness, Feeling Heard, and Directly Interrupting: We

High Level

High Levels

High Level

more likely to do nothing

if they work in a **highly** combative culture compared to a less

combative culture.

43%

82%

Feeling

Heard

would directly interrupt

a sexist comment

feel heard

22%

27%

UNITED KINGDOM

workplace sexism:⁷

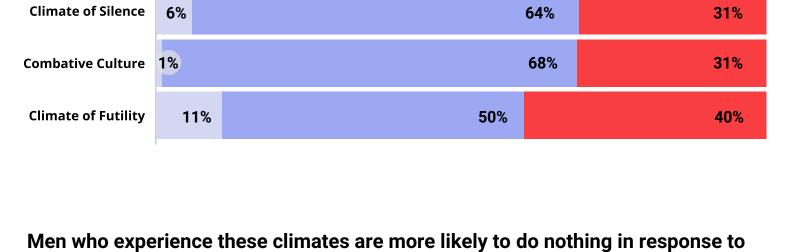
masculinity.8

Negative Organizational Climates Are Powerful Barriers to Interrupting Sexism Climate of Silence: An environment where employees feel restrained from constructively speaking up about

organizational or work-related problems, concerns, or challenges. <u>Combative Culture:</u> A hyper-competitive workplace culture in which value is placed on four dimensions: show no weakness, display strength and stamina, put work first, and act as if it's a dog-eat-dog world.

<u>Climate of Futility:</u> The sense that efforts to make change are not welcome and will not have the desired impact. Experiencing high levels of these three negative climates is common:⁶

None Some Level



High Level

High Level

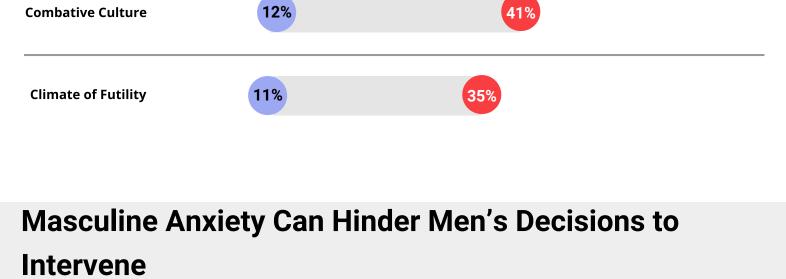
16%

11% **Climate of Silence**

High Levels

Low Levels

Percentage of respondents who would **do nothing** by level of each of the negative climates:



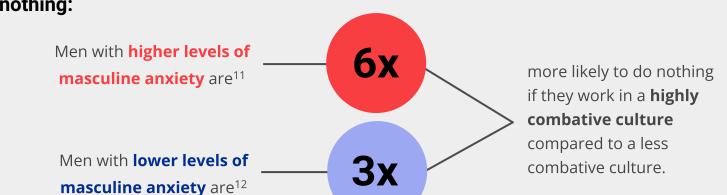
Masculine Anxiety: The distress that men feel when they do not think they are living up to society's rigid standards of

None Some Level **Prevalence of** Masculine 6% 78%

Masculine anxiety is very common in the workplace:9

Anxiety Among Men

Men with high levels of masculine anxiety are more likely to do nothing in response to workplace sexism:10 Percentage of respondents who would **do nothing** by level of masculine anxiety: **Low Levels High Levels**



Percentage with little to no experience 40% 41% Manager **Feeling**

A relatively high percentage of participants report little to no experience with

Open Managers and Workplaces Where Men Feel

Manager Openness: Employees believe that their manager shows interest in and acts upon their ideas, views,

Feeling Heard: Employees believe that their views about their jobs are considered in decision making-not only

Heard Embolden Men to Speak Up

manager openness and feeling heard in the workplace:14

by their managers but by the organization in general.¹³

Openness

of men with

of men with

more open managers

less open managers

62%

VS

42%

Gender

>99% Cisgender men <1% Transgender men

Sexual Orientation

Do not identify as gay, bisexual, queer,

Identify as gay, bisexual, queer, and/or

and/or asexual

asexual

Prefer not to say

and suggestions.

Clear links exist between having an open manager, feeling heard at work, and directly interrupting a sexist comment:15

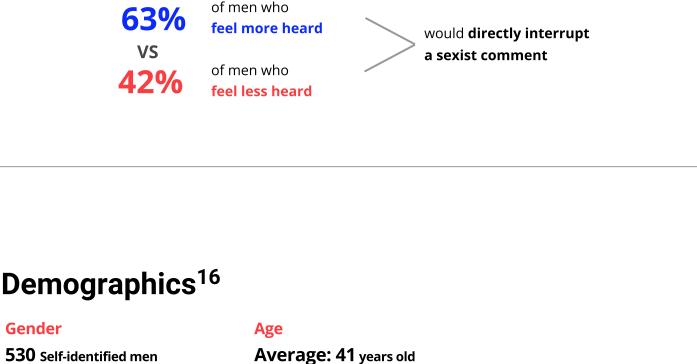
Heard

would directly interrupt

Industry

91%

a sexist comment



Range: 19-78 years old

8%

Organizational Rank

How to cite: DiMuccio, S. & Sattari, N. (2022). How organizations can encourage men to interrupt sexism. Catalyst.

of Futility, $\chi^2(1) = 43.69$, p < .001.

February 11). Catalyst.

70(4), 637-652.

4. See men's accounts of the nuances of their decision making about how to react to incidences of sexism at work in Sattari, N. (2021). *Men's stories of interrupting sexism.* Catalyst. 5. The *Interrupting Sexism at Work* research series comprises five research reports and multiple infographics and tools. Across all studies, we employed quantitative and/or qualitative analyses to address different research questions. Data were collected from more than 6,500 survey participants in 12 countries across three global regions. For information on the series, including comprehensive findings and our methodologies, please see the series webpage. 6. Climate of Silence: Scale responses ranged from 1 (strongly disagree that a climate of silence is present in the workplace) to 6 (strongly agree that a climate of silence is present in the workplace). The percentages presented reflect scores equal to 1 (no silence), greater than 1 and less than 4 (some level of silence) and those equal or greater than 4 (high levels of silence). Combative Culture: Scale responses ranged from 1 (experiencing no level of

combative culture in the workplace) to 6 (experiencing extreme levels of combative culture). The percentages presented reflect scores equal to 1 (no combative culture), greater than 1 and less than 4 (some level of combative culture experienced) and 4 or higher (high level of combative culture experienced). Climate of Futility: Scale

7. Doing nothing was measured on a 1 (not at all likely to do nothing) to 6 (extremely likely to do nothing) scale.

Bivariate correlations were run between each climate and the likelihood of doing nothing to establish if there is a relationship. All three climates were significantly positively related to the likelihood of doing nothing: Climate of Silence: r = .42, p < .001; Combative Culture: r = .41, p < .001; Climate of Futility: r = .35, p < .001. The scales measuring climate of silence, combative culture, and climate of futility were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each negative organizational condition. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. Separate chi-square analyses were used to test the difference in percentages of those more likely to do nothing based on either level of climate of silence, combative culture, or climate of futility. In all analyses, the observed values were significantly different than expected values with the following statistics: Climate of Silence: $\chi^2(1) = 71.53$, p < .001; Combative Culture: $\chi^2(1) = 58.33$, p < .001; Climate

responses ranged from 1 (strongly disagree that a climate of futility is present in the workplace) to 6 (strongly agree that a climate of futility is present in the workplace). The percentages presented reflect scores equal to 1 (no climate of futility), greater than 1 and less than 4 (some level of futility), and those equal or greater than 4 (high levels of

1. Women in management: Quick Take. (2020, August 11). Catalyst; Women in the workforce-global: Quick Take. (2021,

2. Drury, B. & Kaiser, C. (2014). Allies against sexism: The role of men in confronting sexism. Journal of Social Issues,

3. Johnson, W. B. & Smith, D. G. (2020). How men can confront other men about sexist behavior. Harvard Business

9. Masculine Anxiety: Scale responses ranged from 1 (no masculine anxiety) to 6 (extreme anxiety). The percentages presented reflect scores equal to 1 (no masculine anxiety); greater than 1 and less than 4 (some anxiety) and those equal or greater than 4 (high levels of anxiety). 10. A bivariate correlation was run between masculine anxiety and the likelihood of doing nothing to establish if there is a relationship. Masculine anxiety was significantly positively related to the likelihood of doing nothing, r = .57, p <.001. The masculine anxiety scale was then dichotomized with participants whose average on the scale was 4 or higher categorized as reporting a high level and those with scores less than 4, a low level of masculine anxiety. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. A chi-square analysis was conducted to test the difference in percentages of those more likely to nothing based on levels of masculine anxiety. The observed values were significantly different than expected values, $\chi^2(1) = 100.57$, p < .001. 11. Binomial logistic regression was performed for men with a high level of masculine anxiety to examine the impact of

combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant: $\chi^2(1) = 14.11$, p < .001. The model explained 20.7% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative

culture had 5.8 times higher odds to do nothing than those experiencing lower levels of combative culture. 12. Binomial logistic regression was performed for men with a low level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression

had 3 times higher odds to do nothing than those experiencing lower levels of combative culture.

DiMuccio, S., Sattari, N., Shaffer, E., & Cline, J. (2021). Masculine anxiety and interrupting sexism work. Catalyst.

13. Sattari, N., DiMuccio, S., & Gabriele, L. (2021). When managers are open, men feel heard and interrupt sexism. Catalyst. 14. Manager Openness: Scale responses ranged from 1 (strongly disagree that manager is open) to 6 (strongly agree that manager is open). The percentages presented reflect scores averaging less than 4 (little to no experience with manager openness). Feeling Heard: Scale responses ranged from 1 (strongly disagree that they are heard) to 6 (strongly agree that they are heard). The percentages presented reflect scores averaging less than 4 (little to no experience with feeling heard). 15. Directly interrupt was measured on a 1 (not at all likely to directly interrupt) to 6 (extremely likely to directly

interrupt) scale. Relationships among Manager Openness, Feeling Heard, and Directly Interrupting: We

conducted two linear regressions to show the link between manager openness and directly interrupting and feeling heard and directly interrupting. We adjusted for rank in both analyses. We found a significant linear relationship between having an open manager and directly interrupting a sexist comment, t(473) = 4.74, p < .001. We also found

model was statistically significant: $\chi^2(1) = 14.52$, p < .001. The model explained 6% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture

- whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each experience. Participants whose average on the directly interrupt scale was 4 or higher were categorized as reporting a high likelihood of directly interrupting. For brevity, participants in this group are referred to as those more likely to directly interrupt. Directly Interrupt and Manager Openness: A chi-square analysis was conducted to test the difference in percentages of those likely to directly interrupt based on levels of manager openness. The observed values were significantly different than expected values, $\chi^2(1) = 18.64$, p < .001. **Directly** Interrupt and Feeling Heard: A chi-square analysis was conducted to test the difference in percentages of those likely to directly interrupt based on levels of feeling heard. The observed values were significantly different than expected values, $\chi^2(1) = 19.65$, p < .001. 16. Some variables do not add to 100% due to rounding.
- a significant linear relationship between feeling heard at work and directly interrupting a sexist comment, t(473) = 3.30, p < .01. The scales measuring manager openness and feeling heard were then dichotomized with participants

Masculine Anxiety 13% Masculine anxiety also worsens the link between combative cultures and doing nothing:

AUSTRALIA

Climate of Silence

masculinity.8

7%

Negative Organizational Climates Are Powerful Barriers to Interrupting Sexism <u>Climate of Silence:</u> An environment where employees feel restrained from constructively speaking up about

organizational or work-related problems, concerns, or challenges. <u>Combative Culture:</u> A hyper-competitive workplace culture in which value is placed on four dimensions: show no weakness, display strength and stamina, put work first, and act as if it's a dog-eat-dog world.

<u>Climate of Futility:</u> The sense that efforts to make change are not welcome and will not have the desired impact. Experiencing high levels of these three negative climates is common:⁶

High Level

High Level

High Levels

more likely to do nothing

if they work in a **highly** combative culture compared to a less

combative culture.

31%

Feeling

Heard

would directly interrupt

would directly interrupt

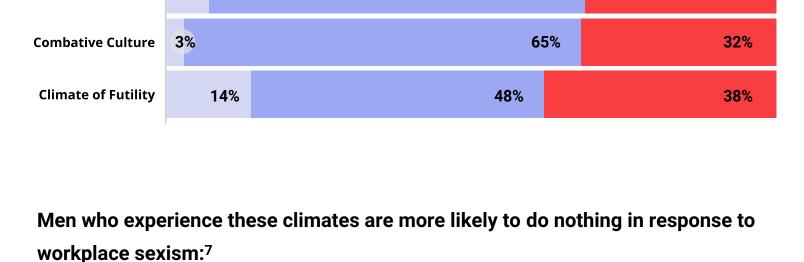
a sexist comment

a sexist comment

23%

31%

None Some Level



61%

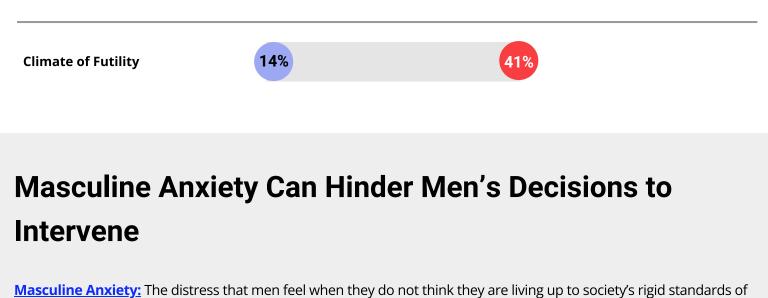
High Levels

12% **Climate of Silence**

13% **Combative Culture**

Percentage of respondents who would **do nothing** by level of each of the negative climates:

Low Levels



Prevalence of Masculine 5% 72% **Anxiety Among Men**

Percentage of respondents who would **do nothing** by level of masculine anxiety:

Low Levels

12%

masculine anxiety are¹¹

Men with lower levels of

masculine anxiety are¹²

Masculine anxiety is very common in the workplace:9

None

Masculine Anxiety

Men with high levels of masculine anxiety are more likely to do nothing in response to workplace sexism:10

Some Level

Masculine anxiety also worsens the link between combative cultures and doing nothing: Men with higher levels of **4**x

Open Managers and Workplaces Where Men Feel

Clear links exist between having an open manager, feeling heard at work, and

Percentage with little to no experience

manager openness and feeling heard in the workplace:14

Manager

Openness

directly interrupting a sexist comment:15

66%

36%

64%

45%

Indigenous

February 11). Catalyst.

70(4), 637-652.

futility).

of men with

of men with

of men with

of men who

of men who

feel less heard

feel more heard

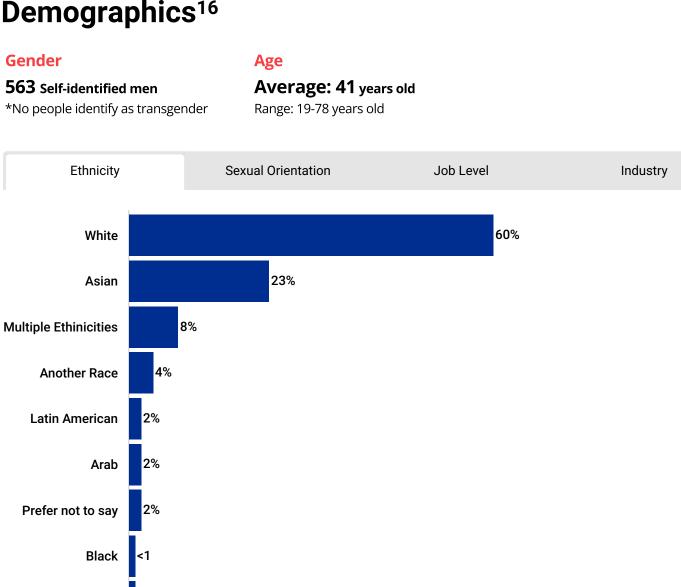
less open managers

more open managers

34%

Heard Embolden Men to Speak Up Manager Openness: Employees believe that their manager shows interest in and acts upon their ideas, views, and suggestions. **Feeling Heard:** Employees believe that their views about their jobs are considered in decision making-not only by their managers but by the organization in general.¹³ A relatively high percentage of participants report little to no experience with





Sattari, N. (2021). Men's stories of interrupting sexism. Catalyst. 5. The *Interrupting Sexism at Work* research series comprises five research reports and multiple infographics and tools. Across all studies, we employed quantitative and/or qualitative analyses to address different research questions. Data were collected from more than 6,500 survey participants in 12 countries across three global regions. For information on the series, including comprehensive findings and our methodologies, please see the series webpage.

6. Climate of Silence: Scale responses ranged from 1 (strongly disagree that a climate of silence is present in the workplace) to 6 (strongly agree that a climate of silence is present in the workplace). The percentages presented reflect scores equal to 1 (no silence), greater than 1 and less than 4 (some level of silence) and those equal or greater than 4 (high levels of silence). Combative Culture: Scale responses ranged from 1 (experiencing no level of

combative culture in the workplace) to 6 (experiencing extreme levels of combative culture). The percentages presented reflect scores equal to 1 (no combative culture), greater than 1 and less than 4 (some level of combative culture experienced) and 4 or higher (high level of combative culture experienced). Climate of Futility: Scale responses ranged from 1 (strongly disagree that a climate of futility is present in the workplace) to 6 (strongly agree that a climate of futility is present in the workplace). The percentages presented reflect scores equal to 1 (no climate of futility), greater than 1 and less than 4 (some level of futility), and those equal or greater than 4 (high levels of

7. Doing nothing was measured on a 1 (not at all likely to do nothing) to 6 (extremely likely to do nothing) scale.

Bivariate correlations were run between each climate and the likelihood of doing nothing to establish if there is a relationship. All three climates were significantly positively related to the likelihood of doing nothing: Climate of **Silence:** r = .53, p < .001; **Combative Culture:** r = .51, p < .001; **Climate of Futility:** r = .46, p < .001. The scales measuring climate of silence, combative culture, and climate of futility were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each negative organizational condition. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. Separate chi-square analyses were used to test the difference in percentages of those more likely to do nothing based on either level of climate of silence, combative culture, or climate of futility. In all analyses, the observed values were significantly different than expected values with the following statistics: Climate of Silence: $\chi^2(1) = 97.49$, p < .001; Combative Culture: $\chi^2(1) = 78.31$, p < .001; Climate

How to cite: DiMuccio, S. & Sattari, N. (2022). How organizations can encourage men to interrupt sexism. Catalyst.

1. Women in management: Quick Take. (2020, August 11). Catalyst; Women in the workforce-global: Quick Take. (2021,

2. Drury, B. & Kaiser, C. (2014). Allies against sexism: The role of men in confronting sexism. Journal of Social Issues,

3. Johnson, W. B. & Smith, D. G. (2020). How men can confront other men about sexist behavior. Harvard Business

4. See men's accounts of the nuances of their decision making about how to react to incidences of sexism at work in

of Futility, $\chi^2(1) = 55.59$, $\rho < .001$. 8. DiMuccio, S., Sattari, N., Shaffer, E., & Cline, J. (2021). Masculine anxiety and interrupting sexism at work. Catalyst. 9. Masculine Anxiety: Scale responses ranged from 1 (no masculine anxiety) to 6 (extreme anxiety). The percentages presented reflect scores equal to 1 (no masculine anxiety); greater than 1 and less than 4 (some anxiety) and those

10. A bivariate correlation was run between masculine anxiety and the likelihood of doing nothing to establish if there is a relationship. Masculine anxiety was significantly positively related to the likelihood of doing nothing, r = .61, p <.001. The masculine anxiety scale was then dichotomized with participants whose average on the scale was 4 or higher categorized as reporting a high level and those with scores less than 4, a low level of masculine anxiety. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high

likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. A chi-square analysis was conducted to test the difference in percentages of those more likely to do nothing based

on levels of masculine anxiety. The observed values were significantly different than expected values, $\chi^2(1) =$

11. Binomial logistic regression was performed for men with a high level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression

- model was statistically significant: $\chi^2(1) = 14.78$, p < .001. The model explained 14.6% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 4.5 times higher odds to do nothing than those experiencing lower levels of combative culture. 12. Binomial logistic regression was performed for men with a low level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. Binomial logistic regression was performed for men with a low level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant: $\chi^2(1) = 7.06$, p < .01. The model explained 3.1% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 2.4 times higher odds to do nothing than those experiencing lower levels of combative culture. 13. Sattari, N., DiMuccio, S., & Gabriele, L. (2021). When managers are open, men feel heard and interrupt sexism. Catalyst. 14. Manager Openness: Scale responses ranged from 1 (strongly disagree that manager is open) to 6 (strongly agree
- (strongly agree that they are heard). The percentages presented reflect scores averaging less than 4 (little to no experience with feeling heard). 15. Directly interrupt was measured on a 1 (not at all likely to directly interrupt) to 6 (extremely likely to directly interrupt) scale. Relationships among Manager Openness, Feeling Heard, and Directly Interrupting: We conducted a mediation analysis using Hayes' PROCESS macro package, Model 4. The association between manager openness and men's intent to directly interrupt sexism was mediated by increased levels of feeling heard. We

controlled for participants' organizational rank. The total effect of manager openness on the likelihood of direct responses was significant (b = 0.22, SE = 0.04, p < .001). The direct effect of manager openness on the likelihood of

that manager is open). The percentages presented reflect scores averaging less than 4 (little to no experience with manager openness). Feeling Heard: Scale responses ranged from 1 (strongly disagree that they are heard) to 6

openness and feeling heard was significant (b = 0.65, SE = 0.03, p < .001) and the association between feeling heard and likelihood of directly interrupting was significant as well (b = 0.22, SE = 0.05, p < .001). This suggests that the impact of manager openness on men's intent to directly respond to a sexist comment is fully mediated by feeling heard. The scales measuring manager openness and feeling heard were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each experience. Participants whose average on the directly interrupt scale was 4 or higher were categorized as reporting a high likelihood of directly interrupting. For brevity, participants in this group are referred to as those more likely to directly interrupt. **Directly Interrupt and Manager Openness:** A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of manager openness. The observed values were significantly different than expected values, $\chi^2(1) = 20.19$, p < .001. Feeling Heard and Manager Openness: A chi-square analysis was conducted to test the difference in percentages of those who feel heard based on levels of manager openness. The observed values were significantly different than expected values, $\chi^2(1) = 124.77$, p < .001. **Directly Interrupt and Feeling Heard:** A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of feeling heard. The observed values were significantly different than expected values, $\chi^2(1) = 16.62$, p < .001.

direct responses was not significant (b = 0.07, SE = 0.05, p > .05) but its indirect effect through improved experiences of feeling heard was significant (b = 0.14 [LLCI = 0.05, ULCI = 0.24]). The association between manager

equal or greater than 4 (high levels of anxiety).

148.84, *p* < .001.

16. Some variables do not add to 100% due to rounding.

CHINA

masculinity.8

nothing:

Men with **higher levels of**

masculine anxiety are¹¹

Men with lower levels of

masculine anxiety are¹²

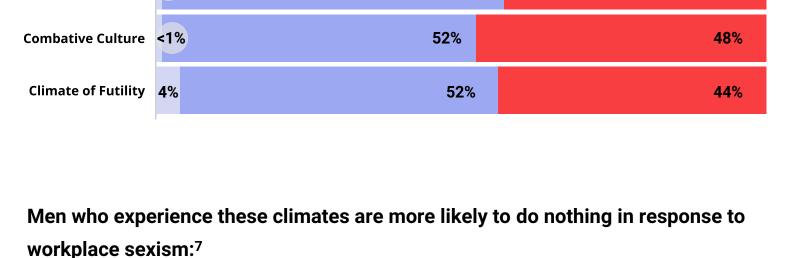
Negative Organizational Climates Are Powerful Barriers to Interrupting Sexism <u>Climate of Silence:</u> An environment where employees feel restrained from constructively speaking up about

organizational or work-related problems, concerns, or challenges. **Combative Culture:** A hyper-competitive workplace culture in which value is placed on four dimensions: show no weakness, display strength and stamina, put work first, and act as if it's a dog-eat-dog world.

<u>Climate of Futility:</u> The sense that efforts to make change are not welcome and will not have the desired impact. Experiencing high levels of these three negative climates is common:⁶

Climate of Silence 56% 1%

None



Some Level

High Level

43%

High Levels

High Level

more likely to do nothing

if they work in a highly

combative culture compared to a less

combative culture.

33%

Feeling

Heard

would directly interrupt

would directly interrupt

a sexist comment

a sexist comment

feel heard

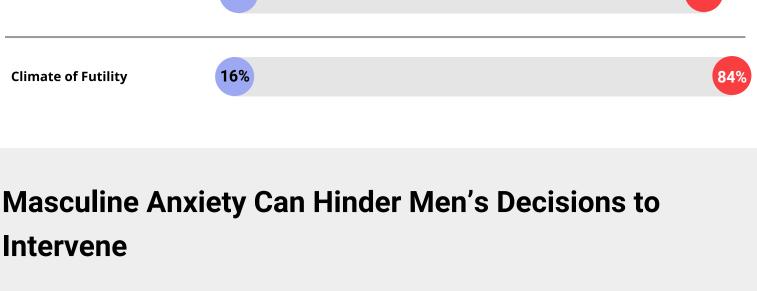
49%

19% **Climate of Silence**

17% **Combative Culture**

Percentage of respondents who would **do nothing** by level of each of the negative climates:

Low Levels



Masculine Anxiety: The distress that men feel when they do not think they are living up to society's rigid standards of

None Some Level **Prevalence of** Masculine 1% 50% **Anxiety Among Men**

Masculine anxiety is very common in the workplace:9

Men with high levels of masculine anxiety are more likely to do nothing in response to workplace sexism:10

Percentage of respondents who would **do nothing** by level of masculine anxiety: **Low Levels High Levels Masculine Anxiety** 12%

Masculine anxiety also worsens the link between combative cultures and doing

10x

4x

Manager Openness: Employees believe that their manager shows interest in and acts upon their ideas, views, and suggestions.

manager openness and feeling heard in the workplace:14

Manager Openness

directly interrupting a sexist comment:15

76%

35%

77%

30%

of men with

of men with

of men with

of men who

of men who

feel less heard

feel more heard

less open managers

more open managers

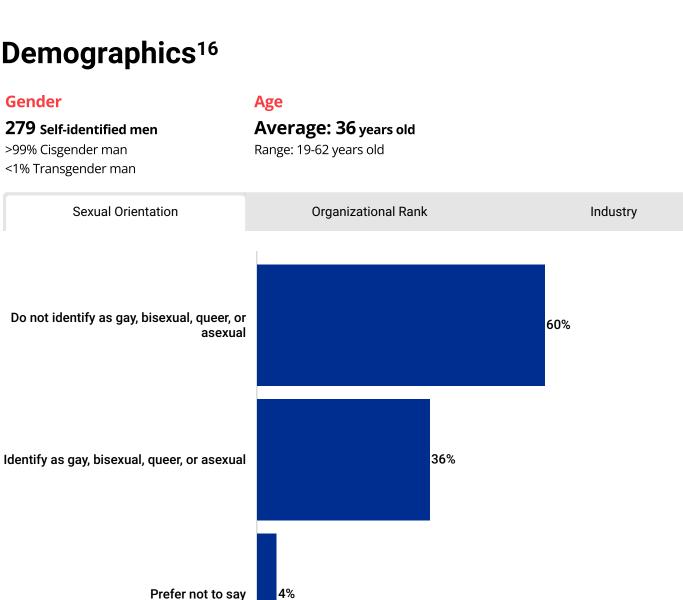
33%

Clear links exist between having an open manager, feeling heard at work, and

Percentage with little to no experience

Open Managers and Workplaces Where Men Feel **Heard Embolden Men to Speak Up Feeling Heard:** Employees believe that their views about their jobs are considered in decision making-not only by their managers but by the organization in general.¹³ A relatively high percentage of participants report little to no experience with





information on the series, including comprehensive findings and our methodologies, please see the series webpage. 6. Climate of Silence: Scale responses ranged from 1 (strongly disagree that a climate of silence is present in the workplace) to 6 (strongly agree that a climate of silence is present in the workplace). The percentages presented reflect scores equal to 1 (no silence), greater than 1 and less than 4 (some level of silence) and those equal or greater than 4 (high levels of silence). Combative Culture: Scale responses ranged from 1 (experiencing no level of

combative culture in the workplace) to 6 (experiencing extreme levels of combative culture). The percentages presented reflect scores equal to 1 (no combative culture), greater than 1 and less than 4 (some level of combative culture experienced) and 4 or higher (high level of combative culture experienced). Climate of Futility: Scale

7. Doing nothing was measured on a 1 (not at all likely to do nothing) to 6 (extremely likely to do nothing) scale.

Bivariate correlations were run between each climate and the likelihood of doing nothing to establish if there is a relationship. All three climates were significantly positively related to the likelihood of doing nothing: Climate of **Silence:** r = .72, p < .001; **Combative Culture:** r = .70, p < .001; **Climate of Futility:** r = .70, p < .001. The scales measuring climate of silence, combative culture, and climate of futility were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each negative organizational condition. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. Separate chi-square analyses were used to test the difference in percentages of those more likely to do nothing based on either level of climate of silence, combative culture, or climate of futility. In all analyses, the observed values were significantly different than expected values with the following statistics: **Climate of Silence:** $\chi^2(1) = 108.89$, p < .001; **Combative Culture:** $\chi^2(1) = 104.43$, p < .001;

responses ranged from 1 (strongly disagree that a climate of futility is present in the workplace) to 6 (strongly agree that a climate of futility is present in the workplace). The percentages presented reflect scores equal to 1 (no climate of futility), greater than 1 and less than 4 (some level of futility), and those equal or greater than 4 (high levels of

How to cite: DiMuccio, S. & Sattari, N. (2022). How organizations can encourage men to interrupt sexism. Catalyst.

1. Women in management: Quick Take. (2020, August 11). Catalyst; Women in the workforce–global: Quick Take. (2021,

2. Drury, B. & Kaiser, C. (2014). Allies against sexism: The role of men in confronting sexism. Journal of Social Issues,

3. Johnson, W. B. & Smith, D. G. (2020). How men can confront other men about sexist behavior. Harvard Business

4. See men's accounts of the nuances of their decision making about how to react to incidences of sexism at work in

5. The Interrupting Sexism at Work research series comprises five research reports and multiple infographics and tools. Across all studies, we employed quantitative and/or qualitative analyses to address different research questions. Data were collected from more than 6,500 survey participants in 12 countries across three global regions. For

February 11). Catalyst.

Sattari, N. (2021). Men's stories of interrupting sexism. Catalyst.

Climate of Futility: $\chi^2(1) = 127.17$, p < .001.

experience with feeling heard).

70(4), 637-652.

futility).

equal or greater than 4 (high levels of anxiety). 10. A bivariate correlation was run between masculine anxiety and the likelihood of doing nothing to establish if there is a relationship. Masculine anxiety was significantly positively related to the likelihood of doing nothing, r = .79, p <.001. The masculine anxiety scale was then dichotomized with participants whose average on the scale was 4 or

higher categorized as reporting a high level and those with scores less than 4, a low level of masculine anxiety. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high

on levels of masculine anxiety. The observed values were significantly different than expected values, $\chi^2(1) =$

11.Binomial logistic regression was performed for men with a high level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression

likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. A chi-square analysis was conducted to test the difference in percentages of those more likely to do nothing based

8. DiMuccio, S., Sattari, N., Shaffer, E., & Cline, J. (2021). Masculine anxiety and interrupting sexism at work. Catalyst. 9. Masculine Anxiety: Scale responses ranged from 1 (no masculine anxiety) to 6 (extreme anxiety). The percentages presented reflect scores equal to 1 (no masculine anxiety); greater than 1 and less than 4 (some anxiety) and those

model was statistically significant: $\chi^2(1) = 22.16$, p < .001. The model explained 24.3% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 9.7 times higher odds to do nothing than those experiencing lower levels of combative culture. 12. Binomial logistic regression was performed for men with a low level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant: $\chi^2(1) = 5.62$, p < .02. The model explained 7.5% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 3.9 times higher odds to do nothing than those experiencing lower levels of combative culture. 13. Sattari, N., DiMuccio, S., & Gabriele, L. (2021). When managers are open, men feel heard and interrupt sexism. Catalyst. 14. Manager Openness: Scale responses ranged from 1 (strongly disagree that manager is open) to 6 (strongly agree that manager is open). The percentages presented reflect scores averaging less than 4 (little to no experience with manager openness). Feeling Heard: Scale responses ranged from 1 (strongly disagree that they are heard) to 6

(strongly agree that they are heard). The percentages presented reflect scores averaging less than 4 (little to no

15. Directly interrupt was measured on a 1 (not at all likely to directly interrupt) to 6 (extremely likely to directly interrupt) scale. Relationships among Manager Openness, Feeling Heard, and Directly Interrupting: We conducted a mediation analysis using Hayes' PROCESS macro package, Model 4. The association between manager openness and men's intent to directly interrupt sexism was mediated by increased levels of feeling heard. We

- controlled for participants' organizational rank. The total effect of manager openness on the likelihood of direct responses was significant (b = 0.41, SE = 0.04, p < .001). The direct effect of manager openness on the likelihood of direct responses was significant (b = 0.19, SE = 0.05, p < .001) and its indirect effect through improved experiences of feeling heard was also significant (b = 0.21 [LLCI = 0.15, ULCI = 0.30]). The association between manager openness and feeling heard was significant (b = 0.57, SE = 0.05, p < .001) and the association between feeling heard and likelihood of directly interrupting was significant as well (b = 0.37, SE = 0.05, p < .001). The scales measuring manager openness and feeling heard were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each experience. Participants whose average on the directly interrupt scale was 4 or higher were categorized as reporting a high likelihood of directly interrupting. For brevity, participants in this group are referred to as those more likely to directly interrupt. Directly Interrupt and Manager Openness: A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of manager openness. The
- observed values were significantly different than expected values, $\chi^2(1) = 41.22$, p < .001. Feeling Heard and Manager Openness: A chi-square analysis was conducted to test the difference in percentages of those who feel heard based on levels of manager openness. The observed values were significantly different than expected values, $\chi^2(1) = 57.35$, p < .001. Directly Interrupt and Feeling Heard: A chi-square analysis was conducted to test the

difference in percentages of those more likely to directly interrupt based on levels of feeling heard. The observed

values were significantly different than expected values, $\chi^2(1) = 52.54$, p < .001.

16. Some variables do not add to 100% due to rounding.

HONG KONG

Climate of Silence

masculinity.8

1%

Negative Organizational Climates Are Powerful Barriers to Interrupting Sexism Climate of Silence: An environment where employees feel restrained from constructively speaking up about

organizational or work-related problems, concerns, or challenges.

Combative Culture: A hyper-competitive workplace culture in which value is placed on four dimensions: show no weakness, display strength and stamina, put work first, and act as if it's a dog-eat-dog world.

<u>Climate of Futility:</u> The sense that efforts to make change are not welcome and will not have the desired impact. Experiencing high levels of these three negative climates is common:⁶

High Level

41%

High Levels

High Level

High Levels

more likely to do nothing

if they work in a **highly** combative culture compared to a less

combative culture.

39%

Industry

77%

Feeling

Heard

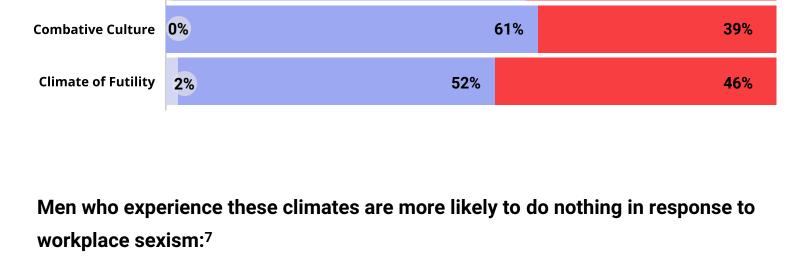
would directly interrupt

a sexist comment

feel heard

40%

None Some Level



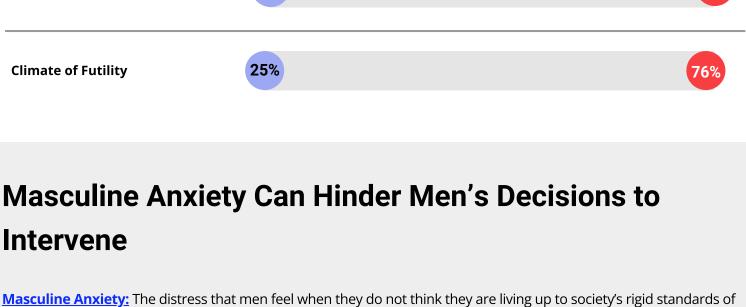
58%

23% **Climate of Silence**

26% **Combative Culture**

Percentage of respondents who would **do nothing** by level of each of the negative climates:

Low Levels



Prevalence of Masculine 0% 60% **Anxiety Among Men**

Masculine anxiety is very common in the workplace:9

Low Levels

Men with higher levels of

masculine anxiety are¹¹

Men with lower levels of

masculine anxiety are¹²

None

in response to workplace sexism:10 Percentage of respondents who would **do nothing** by level of masculine anxiety:

Men with high levels of masculine anxiety are more likely to do nothing

Some Level

Masculine Anxiety 26% Masculine anxiety also worsens the link between combative cultures and doing nothing:

Open Managers and Workplaces Where Men Feel

Feeling Heard: Employees believe that their views about their jobs are considered in decision making-not only by their managers but by the organization in general.¹³

Percentage with little to no experience

44%

Manager **Openness**

directly interrupting a sexist comment:15

29%

81%

Sexual Orientation

Do not identify as gay, bisexual, queer, or

Identify as gay, bisexual, queer, or asexual

asexual

Prefer not to say

of men with

of men with

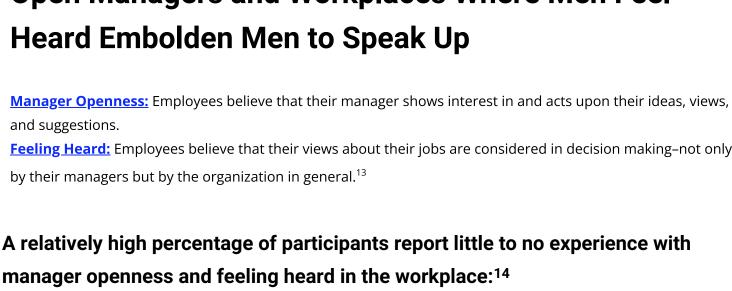
of men with

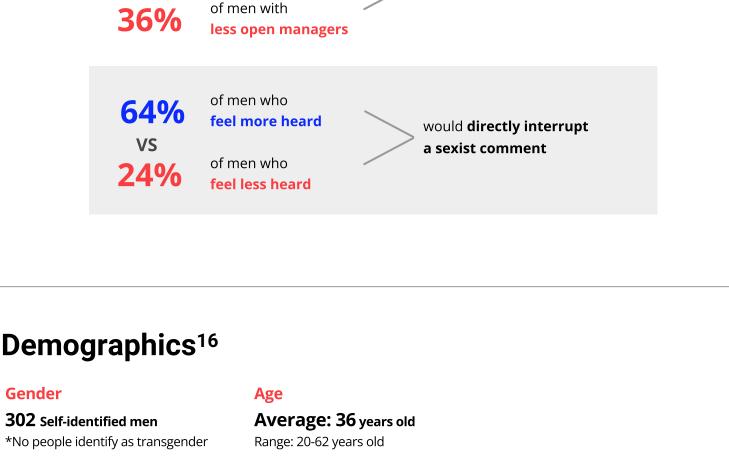
more open managers

less open managers

more open managers

Clear links exist between having an open manager, feeling heard at work, and





Job Level

19%

How to cite: DiMuccio, S. & Sattari, N. (2022). How organizations can encourage men to interrupt sexism. Catalyst.

futility).

equal or greater than 4 (high levels of anxiety).

experience with feeling heard).

1. Women in management: Quick Take. (2020, August 11). Catalyst; Women in the workforce-global: Quick Take. (2021, February 11). Catalyst. 2. Drury, B. & Kaiser, C. (2014). Allies against sexism: The role of men in confronting sexism. Journal of Social Issues, 70(4), 637-652. 3. Johnson, W. B. & Smith, D. G. (2020). How men can confront other men about sexist behavior. Harvard Business 4. See men's accounts of the nuances of their decision making about how to react to incidences of sexism at work in Sattari, N. (2021). Men's stories of interrupting sexism. Catalyst.

5. The *Interrupting Sexism at Work* research series comprises five research reports and multiple infographics and tools. Across all studies, we employed quantitative and/or qualitative analyses to address different research questions. Data were collected from more than 6,500 survey participants in 12 countries across three global regions. For

information on the series, including comprehensive findings and our methodologies, please see the series webpage.

6. Climate of Silence: Scale responses ranged from 1 (strongly disagree that a climate of silence is present in the workplace) to 6 (strongly agree that a climate of silence is present in the workplace). The percentages presented reflect scores equal to 1 (no silence), greater than 1 and less than 4 (some level of silence) and those equal or greater than 4 (high levels of silence). Combative Culture: Scale responses ranged from 1 (experiencing no level of

combative culture in the workplace) to 6 (experiencing extreme levels of combative culture). The percentages presented reflect scores equal to 1 (no combative culture), greater than 1 and less than 4 (some level of combative culture experienced) and 4 or higher (high level of combative culture experienced). Climate of Futility: Scale

7. Doing nothing was measured on a 1 (not at all likely to do nothing) to 6 (extremely likely to do nothing) scale. Bivariate correlations were run between each climate and the likelihood of doing nothing to establish if there is a relationship. All three climates were significantly positively related to the likelihood of doing nothing: Climate of **Silence:** r = .72, p < .001; **Combative Culture:** r = .67, p < .001; **Climate of Futility:** r = .66, p < .001. The scales measuring climate of silence, combative culture, and climate of futility were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each negative organizational condition. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. Separate chi-square analyses were used to test the difference in

responses ranged from 1 (strongly disagree that a climate of futility is present in the workplace) to 6 (strongly agree that a climate of futility is present in the workplace). The percentages presented reflect scores equal to 1 (no climate of futility), greater than 1 and less than 4 (some level of futility), and those equal or greater than 4 (high levels of

5%

percentages of those more likely to do nothing based on either level of climate of silence, combative culture, or climate of futility. In all analyses, the observed values were significantly different than expected values with the following statistics: Climate of Silence: $\chi^2(1) = 108.58$, p < .001; Combative Culture: $\chi^2(1) = 95.93$, p < .001; Climate **of Futility**, $\chi^2(1) = 76.27$, p < .001.

8. DiMuccio, S., Sattari, N., Shaffer, E., & Cline, J. (2021). Masculine anxiety and interrupting sexism at work. Catalyst. 9. Masculine anxiety: Scale responses ranged from 1 (no masculine anxiety) to 6 (extreme anxiety). The percentages presented reflect scores equal to 1 (no masculine anxiety); greater than 1 and less than 4 (some anxiety) and those

10. A bivariate correlation was run between masculine anxiety and the likelihood of doing nothing to establish if there is a relationship. Masculine anxiety was significantly positively related to the likelihood of doing nothing, r = .73, p <.001. The masculine anxiety scale was then dichotomized with participants whose average on the scale was 4 or higher categorized as reporting a high level and those with scores less than 4, a low level of masculine anxiety. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high

likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. A chi-square analysis was conducted to test the difference in percentages of those more likely to do nothing based on levels of masculine anxiety. The observed values were significantly different than expected values, $\chi^2(1) = 93.02$, 11. Binomial logistic regression was performed for men with a high level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant: $\chi^2(1) = 15.06$, p < .001. The model explained 19.5% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 7.5 times higher odds to do nothing than those experiencing lower levels of combative culture. 12. Binomial logistic regression was performed for men with a low level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant: $\chi^2(1) = 13.39$, p < .001. The model explained 10.4% (Nagelkerke R Square) of

variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative

culture had 5.3 times higher odds to do nothing than those experiencing lower levels of combative culture. 13. Sattari, N., DiMuccio, S., & Gabriele, L. (2021). When managers are open, men feel heard and interrupt sexism. Catalyst. 14. Manager Openness: Scale responses ranged from 1 (strongly disagree that manager is open) to 6 (strongly agree that manager is open). The percentages presented reflect scores averaging less than 4 (little to no experience with manager openness). Feeling Heard: Scale responses ranged from 1 (strongly disagree that they are heard) to 6 (strongly agree that they are heard). The percentages presented reflect scores averaging less than 4 (little to no

15. Directly interrupt was measured on a 1 (not at all likely to directly interrupt) to 6 (extremely likely to directly

- interrupt) scale. Relationships among Manager Openness, Feeling Heard, and Directly Interrupting: We conducted a mediation analysis using Hayes' PROCESS macro package, Model 4. The association between manager openness and men's intent to directly interrupt sexism was mediated by increased levels of feeling heard. We controlled for participants' organizational rank. The total effect of manager openness on the likelihood of direct responses was significant (b = 0.26, SE = 0.05, p < .001). The direct effect of manager openness on the likelihood of direct responses was not significant (b = 0.12, SE = 0.06, p < .08) but the indirect effect through improved experiences of feeling heard was also significant (b = 0.14 [LLCI = 0.06, ULCI = 0.25]). The association between manager openness and feeling heard was significant (b = 0.56, SE = 0.05, p < .001) and the association between
- significantly different than expected values, $\chi^2(1) = 52.39$, $\rho < .001$. **Directly Interrupt and Feeling Heard:** A chisquare analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of feeling heard. The observed values were significantly different than expected values, $\chi^2(1) = 37.99$, p <.001. 16. Some variables do not add to 100% due to rounding.
- feeling heard and likelihood of directly interrupting was significant as well (b = 0.26, SE = 0.07, p < .001). This suggests that the impact of manager openness on men's intent to directly respond to a sexist comment is fully mediated by feeling heard. The scales measuring manager openness and feeling heard were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each experience. Participants whose average on the directly interrupt scale was 4

or higher were categorized as reporting a high likelihood of directly interrupting. For brevity, participants in this group are referred to as those more likely to directly interrupt. Directly Interrupt and Manager Openness: A chisquare analysis was conducted to test the difference in percentages of those more likely to directly interrupt based

on levels of manager openness. The observed values were significantly different than expected values, $\chi^2(1) =$

in percentages of those who feel heard based on levels of manager openness. The observed values were

30.11, p < .001. Feeling Heard and Manager Openness: A chi-square analysis was conducted to test the difference

Negative Organizational Climates Are Powerful Barriers to Interrupting Sexism

INDIA

Climate of Silence

masculinity.8

nothing:

Men with **higher levels of**

masculine anxiety are¹¹

Men with lower levels of

masculine anxiety are¹²

7%

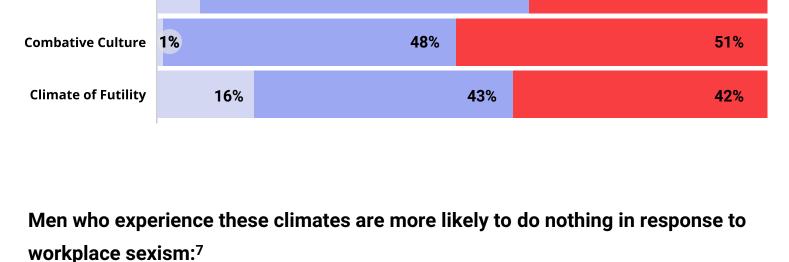
<u>Climate of Silence:</u> An environment where employees feel restrained from constructively speaking up about organizational or work-related problems, concerns, or challenges.

no weakness, display strength and stamina, put work first, and act as if it's a dog-eat-dog world. <u>Climate of Futility:</u> The sense that efforts to make change are not welcome and will not have the desired impact.

Combative Culture: A hyper-competitive workplace culture in which value is placed on four dimensions: show

None Some Level

Experiencing high levels of these three negative climates is common:⁶



54%

High Level

High Levels

High Level

more likely to do nothing

if they work in a **highly** combative culture compared to a less

combative culture.

17%

42%

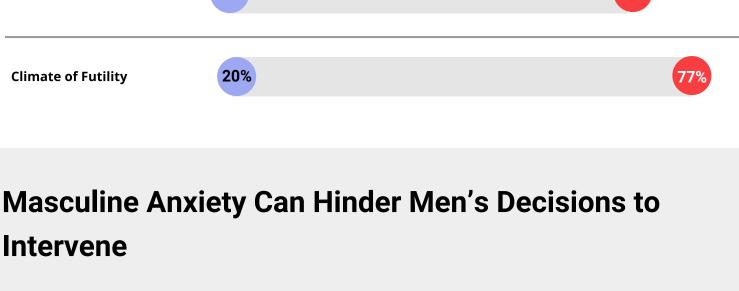
39%

23% **Climate of Silence**

19% **Combative Culture**

Percentage of respondents who would **do nothing** by level of each of the negative climates:

Low Levels



Masculine Anxiety: The distress that men feel when they do not think they are living up to society's rigid standards of

None Some Level **Prevalence of** Masculine 55% 3% **Anxiety Among Men**

Masculine anxiety is very common in the workplace:9

Men with high levels of masculine anxiety are more likely to do nothing

in response to workplace sexism:10 Percentage of respondents who would **do nothing** by level of masculine anxiety: **Low Levels High Levels Masculine Anxiety** 18%

Masculine anxiety also worsens the link between combative cultures and doing

бх

Open Managers and Workplaces Where Men Feel Heard Embolden Men to Speak Up Manager Openness: Employees believe that their manager shows interest in and acts upon their ideas, views, and suggestions. **Feeling Heard:** Employees believe that their views about their jobs are considered in decision making-not only by their managers but by the organization in general.¹³

A relatively high percentage of participants report little to no experience with

Percentage with little to no experience

manager openness and feeling heard in the workplace:14

directly interrupting a sexist comment:15

81%

53%

Gender

North

West

East

Central

North East

Multiple locations

Prefer not to say

February 11). Catalyst.

Climate of Futility, $\chi^2(1) = 195.47$, p < .001.

equal or greater than 4 (high levels of anxiety).

70(4), 637-652.

3%

3%

16%

of men with

of men with

of men with

less open managers

more open managers

21%

Manager Feeling Openness Heard

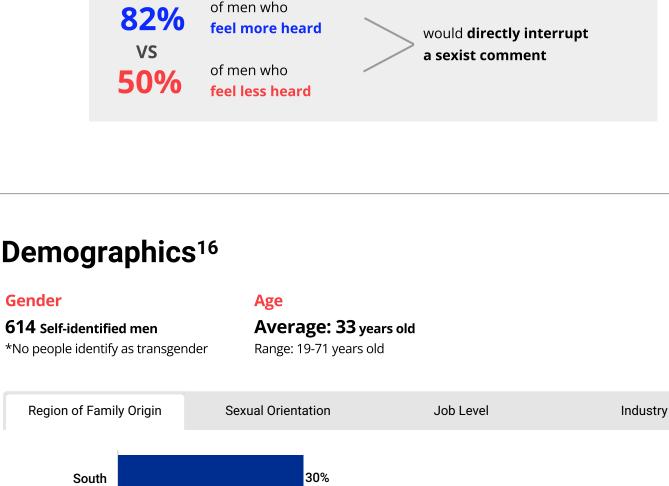
Clear links exist between having an open manager, feeling heard at work, and

58% less open managers of men with 90% more open managers

would directly interrupt

a sexist comment

feel heard



4. See men's accounts of the nuances of their decision making about how to react to incidences of sexism at work in Sattari, N. (2021). Men's stories of interrupting sexism. Catalyst. 5. The Interrupting Sexism at Work research series comprises five research reports and multiple infographics and tools. Across all studies, we employed quantitative and/or qualitative analyses to address different research questions. Data were collected from more than 6,500 survey participants in 12 countries across three global regions. For information on the series, including comprehensive findings and our methodologies, please see the series webpage. 6. Climate of Silence: Scale responses ranged from 1 (strongly disagree that a climate of silence is present in the workplace) to 6 (strongly agree that a climate of silence is present in the workplace). The percentages presented reflect scores equal to 1 (no silence), greater than 1 and less than 4 (some level of silence) and those equal or greater than 4 (high levels of silence). Combative Culture: Scale responses ranged from 1 (experiencing no level of combative culture in the workplace) to 6 (experiencing extreme levels of combative culture). The percentages presented reflect scores equal to 1 (no combative culture), greater than 1 and less than 4 (some level of combative culture experienced) and 4 or higher (high level of combative culture experienced). Climate of Futility: Scale responses ranged from 1 (strongly disagree that a climate of futility is present in the workplace) to 6 (strongly agree that a climate of futility is present in the workplace). The percentages presented reflect scores equal to 1 (no climate of futility), greater than 1 and less than 4 (some level of futility), and those equal or greater than 4 (high levels of futility).

7. Doing nothing was measured on a 1 (not at all likely to do nothing) to 6 (extremely likely to do nothing) scale.

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10. A bivariate correlation was run between masculine anxiety and the likelihood of doing nothing to establish if there is a relationship. Masculine anxiety was significantly positively related to the likelihood of doing nothing, r = .72, p <.001. The masculine anxiety scale was then dichotomized with participants whose average on the scale was 4 or

Bivariate correlations were run between each climate and the likelihood of doing nothing to establish if there is a relationship. All three climates were significantly positively related to the likelihood of doing nothing: Climate of **Silence:** r = .64, p < .001; **Combative Culture:** r = .64, p < .001; **Climate of Futility:** r = .62, p < .001. The scales measuring climate of silence, combative culture, and climate of futility were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each negative organizational condition. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. Separate chi-square analyses were used to test the difference in percentages of those more likely to do nothing based on either level of climate of silence, combative culture, or climate of futility. In all analyses, the observed values were significantly different than expected values with the following statistics: **Climate of Silence:** $\chi^2(1) = 163.55$, p < .001; **Combative Culture:** $\chi^2(1) = 148.73$, p < .001;

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2. Drury, B. & Kaiser, C. (2014). Allies against sexism: The role of men in confronting sexism. Journal of Social Issues,

3. Johnson, W. B. & Smith, D. G. (2020). How men can confront other men about sexist behavior. Harvard Business

- higher categorized as reporting a high level and those with scoress less than 4, a low level of masculine anxiety. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. A chi-square analysis was conducted to test the difference in percentages of those more likely to do nothing based on levels of masculine anxiety. The observed values were significantly different than expected values, $\chi^2(1) =$ 11.Binomial logistic regression was performed for men with a high level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant: $\chi^2(1) = 25.95$, p < .001. The model explained 14.9% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 6 times higher odds to do nothing than those experiencing lower levels of combative culture. 12. Binomial logistic regression was performed for men with a low level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant: $\chi^2(1) = 14.95$, p < .001. The model explained 6.7% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 3 times higher odds to do nothing than those experiencing lower levels of combative culture.
- experience with feeling heard). 15. Directly interrupt was measured on a 1 (not at all likely to directly interrupt) to 6 (extremely likely to directly interrupt) scale. Relationships among Manager Openness, Feeling Heard, and Directly Interrupting: We conducted a mediation analysis using Hayes' PROCESS macro package, Model 4. The association between manager openness and men's intent to directly interrupt sexism was mediated by increased levels of feeling heard. We controlled for participants' organizational rank. The total effect of manager openness on the likelihood of direct responses was significant (b = 0.32, SE = 0.03, p < .001). The direct effect of manager openness on the likelihood of direct responses was significant (b = 0.17, SE = 0.04, p < .001) and its indirect effect through improved experiences

13. Sattari, N., DiMuccio, S., & Gabriele, L. (2021). When managers are open, men feel heard and interrupt sexism. Catalyst. 14. Manager Openness: Scale responses ranged from 1 (strongly disagree that manager is open) to 6 (strongly agree that manager is open). The percentages presented reflect scores averaging less than 4 (little to no experience with manager openness). Feeling Heard: Scale responses ranged from 1 (strongly disagree that they are heard) to 6 (strongly agree that they are heard). The percentages presented reflect scores averaging less than 4 (little to no

- of feeling heard was also significant (b = 0.14 [LLCI = 0.08, ULCI = 0.21]). The association between manager openness and feeling heard was significant (b = 0.52, SE = 0.03, p < .001) and the association between feeling heard and likelihood of directly interrupting was significant as well (b = 0.28, SE = 0.04, p < .001). The scales measuring manager openness and feeling heard were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each experience. Participants whose average on the directly interrupt scale was 4 or higher were categorized as reporting a high likelihood of directly interrupting. For brevity, participants in this group are referred to as those more likely to directly interrupt. Directly Interrupt and Manager Openness: A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of manager openness. The observed values were significantly different than expected values, $\chi^2(1) = 25.36$, p < .001. Feeling Heard and Manager Openness: A chi-square analysis was conducted to test the difference in percentages of those who feel heard based on levels of manager openness. The observed values were significantly different than expected values, $\chi^2(1) = 83.25$, p < .001. Directly Interrupt and Feeling Heard: A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of feeling heard. The observed values were significantly different than expected values, $\chi^2(1) = 44.09$, p < .001. 16. Some variables do not add to 100% due to rounding.

SINGAPORE

Climate of Silence

masculinity.8

nothing:

3%

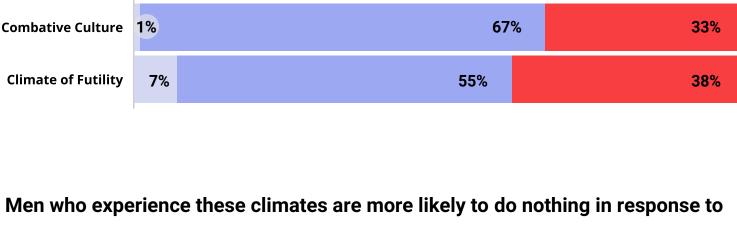
Negative Organizational Climates Are Powerful Barriers to Interrupting Sexism Climate of Silence: An environment where employees feel restrained from constructively speaking up about

organizational or work-related problems, concerns, or challenges.

<u>Combative Culture:</u> A hyper-competitive workplace culture in which value is placed on four dimensions: show no weakness, display strength and stamina, put work first, and act as if it's a dog-eat-dog world.

<u>Climate of Futility:</u> The sense that efforts to make change are not welcome and will not have the desired impact. Experiencing high levels of these three negative climates is common:⁶

None Some Level



65%

High Level

High Level

33%

32%

21% **Climate of Silence**



Masculine Anxiety: The distress that men feel when they do not think they are living up to society's rigid standards of

None Some Level **Prevalence of** Masculine 2% 65%

Men with high levels of masculine anxiety are more likely to do nothing

High Levels Low Levels Masculine Anxiety 21%

Masculine anxiety also worsens the link between combative cultures and doing

Open Managers and Workplaces Where Men Feel Heard Embolden Men to Speak Up Manager Openness: Employees believe that their manager shows interest in and acts upon their ideas, views,

Clear links exist between having an open manager, feeling heard at work, and

34%

Feeling

Heard

would directly interrupt

a sexist comment





of futility), greater than 1 and less than 4 (some level of futility), and those equal or greater than 4 (high levels of futility). 7. Doing nothing was measured on a 1 (not at all likely to do nothing) to 6 (extremely likely to do nothing) scale. Bivariate correlations were run between each climate and the likelihood of doing nothing to establish if there is a relationship. All three climates were significantly positively related to the likelihood of doing nothing: Climate of **Silence:** r = .58, p < .001; **Combative Culture:** r = .50, p < .001; **Climate of Futility:** r = .53, p < .001. The scales

measuring climate of silence, combative culture, and climate of futility were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each negative organizational condition. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. Separate chi-square analyses were used to test the difference in percentages of those more likely to do nothing based on either level of climate of silence, combative culture, or climate of futility. In all analyses, the observed values were significantly different than expected values with the following statistics: Climate of Silence: $\chi^2(1) = 56.10$, p < .001; Combative Culture: $\chi^2(1) = 53.11$, p < .001; Climate

8. DiMuccio, S., Sattari, N., Shaffer, E., & Cline, J. (2021). Masculine anxiety and interrupting sexism at work. Catalyst. 9. Masculine Anxiety: Scale responses ranged from 1 (no masculine anxiety) to 6 (extreme anxiety). The percentages presented reflect scores equal to 1 (no masculine anxiety); greater than 1 and less than 4 (some anxiety) and those

10. A bivariate correlation was run between masculine anxiety and the likelihood of doing nothing to establish if there is a relationship. Masculine anxiety was significantly positively related to the likelihood of doing nothing, r = .59, p <.001. The masculine anxiety scale was then dichotomized with participants whose average on the scale was 4 or higher categorized as reporting a high level and those with scores less than 4, a low level of masculine anxiety. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high

likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. A chi-square analysis was conducted to test the difference in percentages of those more likely to do nothing based on levels of masculine anxiety. The observed values were significantly different than expected values, $\chi^2(1) = 48.20$,

p < .001. 11. Binomial logistic regression was performed for men with a high level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant: $\chi^2(1) = 15.35$, p < .001. The model explained 17.4% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 4.8 times higher odds to do nothing than those experiencing lower levels of combative culture. 12. Binomial logistic regression was performed for men with a low level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant: $\chi^2(1) = 12.29$, p < .001. The model explained 8.2% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 3.6 times higher odds to do nothing than those experiencing lower levels of combative culture. 13. Sattari, N., DiMuccio, S., & Gabriele, L. (2021). When managers are open, men feel heard and interrupt sexism. Catalyst. 14. Manager Openness: Scale responses ranged from 1 (strongly disagree that manager is open) to 6 (strongly agree that manager is open). The percentages presented reflect scores averaging less than 4 (little to no experience with

manager openness). Feeling Heard: Scale responses ranged from 1 (strongly disagree that they are heard) to 6 (strongly agree that they are heard). The percentages presented reflect scores averaging less than 4 (little to no

conducted two linear regressions to show the link between manager openness and directly interrupting and feeling heard and directly interrupting. We adjusted for rank in both analyses. We found a significant linear relationship between having an open manager and directly interrupting a sexist comment, t(308) = 7.76, p < .001. We also found

15. Directly interrupt was measured on a 1 (not at all likely to directly interrupt) to 6 (extremely likely to directly interrupt) scale. Relationships among Manager Openness, Feeling Heard, and Directly Interrupting: We

- a significant linear relationship between feeling heard at work and directly interrupting a sexist comment, t(308) = 6.35, p < .001. The scales measuring manager openness and feeling heard were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each experience. Participants whose average on the directly interrupt scale was 4 or higher were categorized as reporting a high likelihood of directly interrupting. For brevity, participants in this group are referred to as those more likely to directly interrupt. Directly Interrupt and Manager Openness: A chisquare analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of manager openness. The observed values were significantly different than expected values, $\chi^2(1) =$
- significantly different than expected values, $\chi^2(1) = 21.73$, p < .001. 16. Some variables do not add to 100% due to rounding.

workplace sexism:⁷ Percentage of respondents who would **do nothing** by level of each of the negative climates: **Low Levels High Levels**

Anxiety Among Men

Percentage of respondents who would **do nothing** by level of masculine anxiety:

Masculine anxiety is very common in the workplace:9

in response to workplace sexism:10

masculine anxiety are¹²

Men with **higher levels of 5**x more likely to do nothing masculine anxiety are¹¹ if they work in a **highly** combative culture compared to a less Men with lower levels of **4x** combative culture.

and suggestions. Feeling Heard: Employees believe that their views about their jobs are considered in decision making-not only by their managers but by the organization in general.¹³ A relatively high percentage of participants report little to no experience with manager openness and feeling heard in the workplace:14 Percentage with little to no experience

32%

Manager **Openness**

Demographics¹⁶ Gender Average: 38 years old 336 Self-identified men Range: 20-72 years old *No people identify as transgender

of men who

of men who

feel less heard

feel more heard

63%

35%

Multiple Ethnicities

Prefer not to say

of Futility, $\chi^2(1) = 52.62$, p < .001.

experience with feeling heard).

equal or greater than 4 (high levels of anxiety).

How to cite: DiMuccio, S. & Sattari, N. (2022). How organizations can encourage men to interrupt sexism. Catalyst. 1. Women in management: Quick Take. (2020, August 11). Catalyst; Women in the workforce–global: Quick Take. (2021, February 11). Catalyst. 2. Drury, B. & Kaiser, C. (2014). Allies against sexism: The role of men in confronting sexism. Journal of Social Issues, 70(4), 637-652. 3. Johnson, W. B. & Smith, D. G. (2020). How men can confront other men about sexist behavior. Harvard Business Review. 4. See men's accounts of the nuances of their decision making about how to react to incidences of sexism at work in Sattari, N. (2021). *Men's stories of interrupting sexism.* Catalyst. 5. The Interrupting Sexism at Work research series comprises five research reports and multiple infographics and tools. Across all studies, we employed quantitative and/or qualitative analyses to address different research questions. Data were collected from more than 6,500 survey participants in 12 countries across three global regions. For information on the series, including comprehensive findings and our methodologies, please see the series webpage. 6. Climate of Silence: Scale responses ranged from 1 (strongly disagree that a climate of silence is present in the workplace) to 6 (strongly agree that a climate of silence is present in the workplace). The percentages presented reflect scores equal to 1 (no silence), greater than 1 and less than 4 (some level of silence) and those equal or greater than 4 (high levels of silence). Combative Culture: Scale responses ranged from 1 (experiencing no level of combative culture in the workplace) to 6 (experiencing extreme levels of combative culture). The percentages presented reflect scores equal to 1 (no combative culture), greater than 1 and less than 4 (some level of combative culture experienced) and 4 or higher (high level of combative culture experienced). Climate of Futility: Scale responses ranged from 1 (strongly disagree that a climate of futility is present in the workplace) to 6 (strongly agree that a climate of futility is present in the workplace). The percentages presented reflect scores equal to 1 (no climate

^{15.54,} p < .001. Directly Interrupt and Feeling Heard: A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of feeling heard. The observed values were