



# Sexual Harassment: Leadership in the #MeToo Era

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# Shades of Gray



*“Petty slights, annoyances, and isolated incidents (unless extremely serious) will not rise to the level of illegality.*

*To be unlawful, the conduct must create a work environment that would be intimidating, hostile, or offensive to reasonable people.”*

<https://www.eeoc.gov/laws/types/harassment.cfm>





## Harassing Behaviors:

*Unwanted Hugs*

*Repeated Requests for a Date*

*Terms of Endearment (sweetie, honey, etc.)*

*Inquiries into personal lives*

<https://www.eeoc.gov/laws/types/harassment.cfm>

Let's Discuss...  
OK or Not OK?

**Add info here re: Slido App**

OK or Not OK?

Alycia, 30, finance professional,  
Boston

- *As an intern, I learned that all of the interns had nicknames among the staff. I learned that my nickname was “hot-tern” ...*

OK or Not OK?

Emma, 36, charity grant  
assessor, United Kingdom

- *I have an older colleague who works in a different office. When he visits **he gives me a hug ...***

OK or Not OK?

Cora, 29, copywriter, D.C.

- *At work, I explained to a new team member the history of a client. I said, “This is a new client that we recently brought in—well, actually I brought them in,” because I did. The other colleague in the meeting, male, said, “Ooohh. That was saucy.” ...*



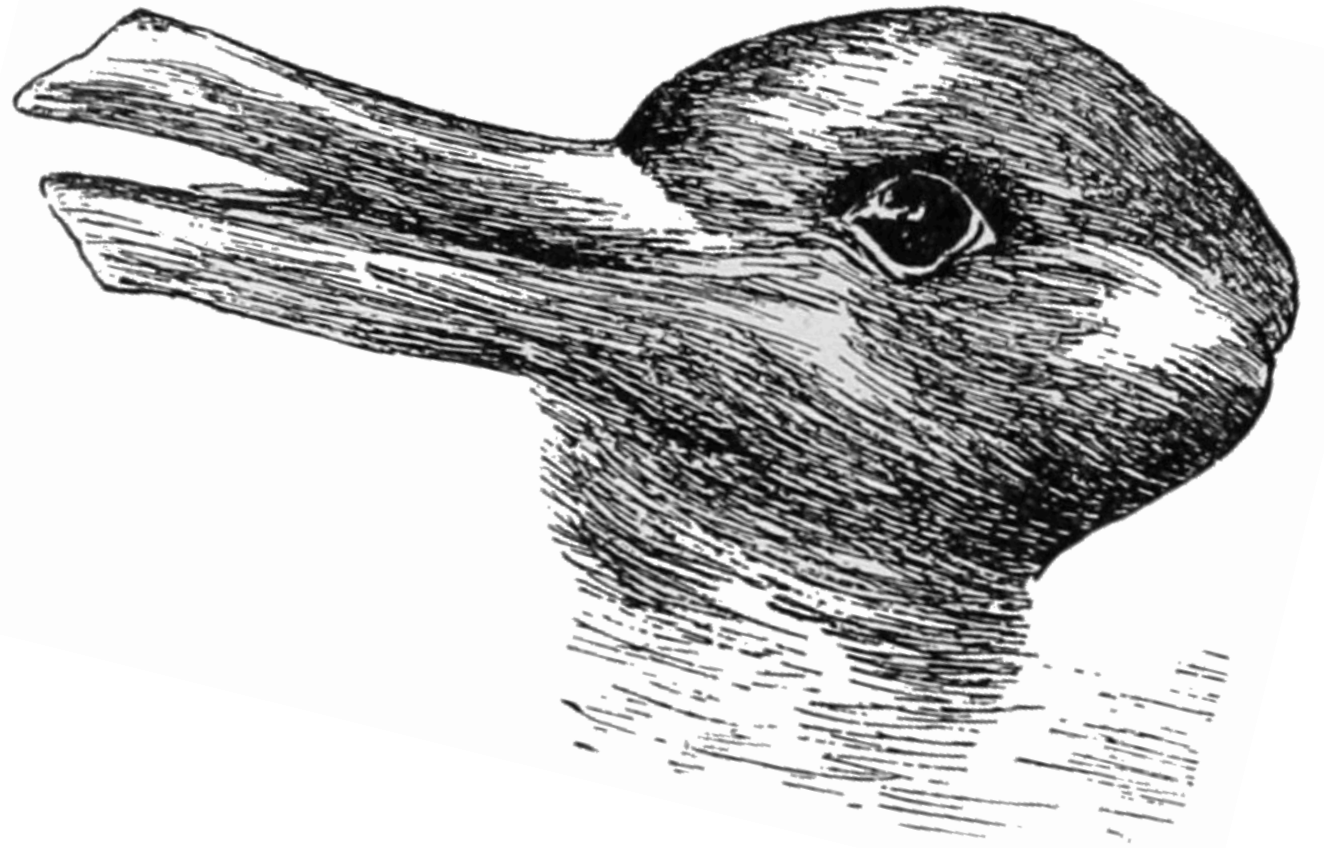
OK or Not OK?

Julia, 30, administrative professional, Philadelphia

- *A man at my local church, who may have a developmental disability, likes to **greet people by giving hugs ...***

What do you  
see?

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# CIA Headquarters





Did we wake  
a sleeping  
giant?

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And why was it  
asleep in the  
first place?





Regarding success  
in the C Suite—  
What's the 1 thing  
you wish you would  
have known?



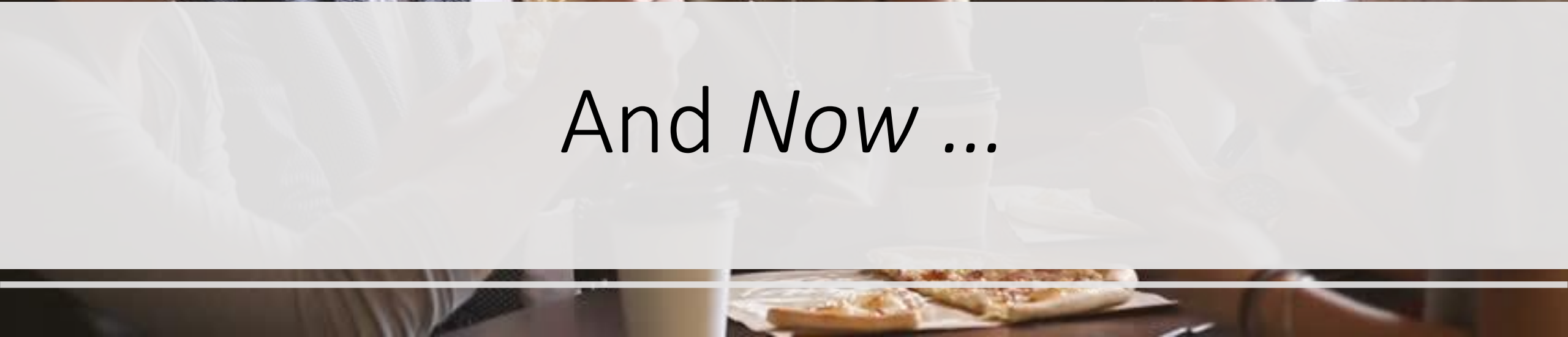


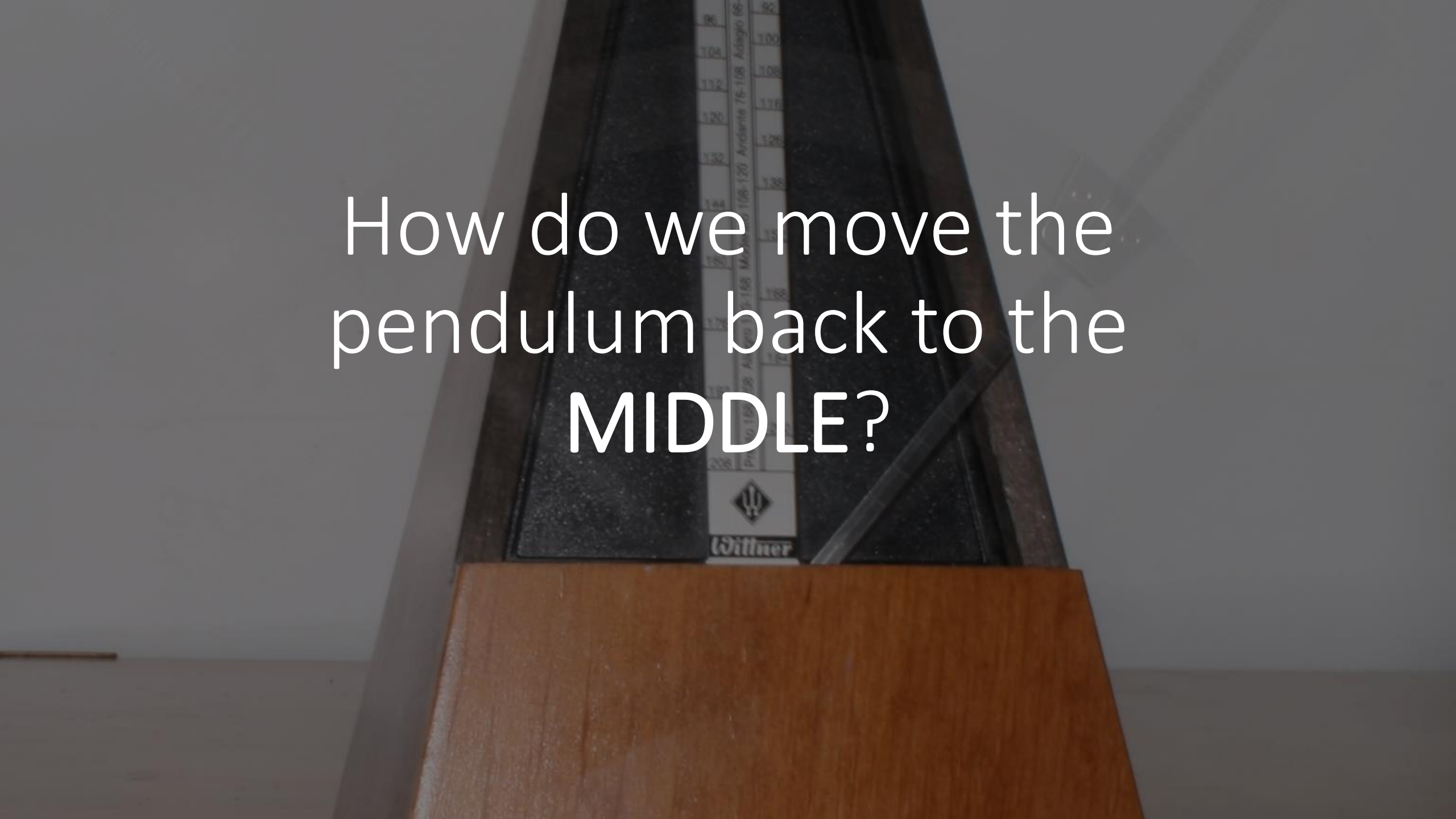
Impact of Socialization  
*Then ...*





*And Now ...*





How do we move the  
pendulum back to the  
**MIDDLE?**



What are the  
downsides?

## Pew Research Center:

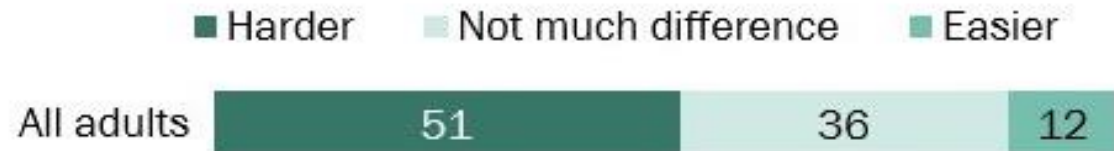
Half of all adults say increased focus on sexual harassment has made it harder for men to interact with women at work

Half say increased focus on sexual harassment will have little impact on women's career opportunities

## Mixed views on implications of increased focus on sexual harassment

*% saying the increased focus on sexual harassment and assault ...*

*Has made it \_\_\_\_ for men to know how to interact with women in the workplace*



*Will lead to \_\_\_\_ for women in the workplace*



Note: Share of respondents who didn't offer an answer not shown.  
Source: Survey of U.S. adults conducted Feb. 26-March 11, 2018.  
"Sexual Harassment at Work in the Era of #MeToo"

PEW RESEARCH CENTER



How do we  
lead  
organizations  
through this?

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~~Problems~~

Solutions







1.  
Provide facilitated  
forums (with  
“ground rules” in  
place) where men  
can get clarity  
without judgment



2.  
What's the  
intention?



3.  
Consider the  
context and the  
culture





*“Manuals and training are useless in workplaces where bad behavior is silently tolerated. It is culture, not compliance, that guides workplace conduct.” –*

*Johnny C. Taylor,  
President and CEO of the  
Society for Human  
Resource Management*



4.  
Ensure CEO  
Leadership  
Narrative includes  
cultural and  
behavioral  
expectations





## 5. Translate expectations to performance and behavioral reviews





6.  
Train on Do's  
and Don't's



7.  
Translate feedback  
and policies to  
“Behaviors” and  
“Impact”



# GC Challenge:

Take a leadership role

Open the dialogue

Create a safe space in the gray

# Thank You!

Connect with Us!



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