# Contents

Acknowledgments xi

**Chapter 1 Learning to Be Quiet**

- Our Lips Are Sealed—Because They Must 1
- Life Lessons in Silence as a Choice 6
- The Deflective Shield of Alcohol 10
- It’s Not About the Sex and It’s Not Always Illegal 11
- It Should Always Be About Accountability and Transparency 13
- The Price of Despair 14

**Chapter 2 The Pervasiveness of Misconduct**

- No Escape 17
- I’m Not Here for Your Entertainment 19
- Money Makes the World Go ’Round (for Men) 22
- Stemming the Misogyny in STEM 24
- The Glamour of Google 27
- Heal Thyself 29
- An Education Students Do Not Need 30
- The Glory and Hypocrisy of Sports 33
- Injustice in the Justice System 40
- Looking Back after the Mighty Fall 45
Chapter 3  Building Structures That Victims Can’t Access

The Evolving Terrain of #MeToo 47
How Did We Get Here? 47
Checking the Box, Neglecting the Substance 50
The Complicity of Loyalty 51
Takin’ Care of Business 52
A Matter of Trust 53
A Gender-Neutral Challenge 54
The Complicity of Silence 56

Chapter 4  Do You See What I See?

The Contagious Misuse of Power 59
The Man in the Mirror 62
Perceiving What Isn’t There 64
In the Workplace, It’s More About Status, Not Sex 69
Changing the Framework from Sex to Equality 73
Where Gender Bias and Racism Intersect 75
The Reach of Harassment Extends Far Beyond Gender 77
Undermining Female Authority 79

Chapter 5  The Power of Assumptions

The Pernicious Effects of Unconscious Bias in Perpetuating Gender Inequality 81
Feeling Confident—but Looking for Warmth 83
Confidence May Be Dangerous for Your Workplace Health 84
The Myth of Meritocracy 86
You Can’t Always Get What You Want 89
Unconscious Bias Is Not an Excuse 92

Chapter 6  The Sound—and the Cost—of Silence

How Power Silences 93
Not Telling What Is Already Known 96
The Illusion of Silence 98
<table>
<thead>
<tr>
<th>Contents</th>
<th>ix</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Price of Silence</td>
<td>99</td>
</tr>
<tr>
<td>One of These Wrongs Is Not Like the Others</td>
<td>102</td>
</tr>
<tr>
<td>Do You Want to Know a Secret?</td>
<td>104</td>
</tr>
<tr>
<td>If You See Something—Then What?</td>
<td>106</td>
</tr>
<tr>
<td>Chapter 7 Fighting Back Against Backlash</td>
<td>109</td>
</tr>
<tr>
<td>Killing #MeToo Softly</td>
<td>109</td>
</tr>
<tr>
<td>The Fear of Illusion</td>
<td>111</td>
</tr>
<tr>
<td>#MeToo as a Proxy</td>
<td>113</td>
</tr>
<tr>
<td>Chapter 8 Beyond the Hashtags: A Blueprint for Change</td>
<td>115</td>
</tr>
<tr>
<td>The Times They Are-a-Changin’</td>
<td>115</td>
</tr>
<tr>
<td>Change Depends on Understanding</td>
<td></td>
</tr>
<tr>
<td>the Symbiotic Relationship between Leadership and Culture</td>
<td>116</td>
</tr>
<tr>
<td>Implement Measures to Hold Leaders Accountable</td>
<td>121</td>
</tr>
<tr>
<td>The Promise of the Policy</td>
<td>125</td>
</tr>
<tr>
<td>Zero Tolerance Does Not Mean Equal Punishment</td>
<td>128</td>
</tr>
<tr>
<td>Policy Implementation and Training</td>
<td></td>
</tr>
<tr>
<td>Are an Ongoing Responsibility</td>
<td>131</td>
</tr>
<tr>
<td>Train for Effectiveness, Not Liability Avoidance</td>
<td>132</td>
</tr>
<tr>
<td>Undertake an Internal Assessment</td>
<td>136</td>
</tr>
<tr>
<td>Encourage Reporting—Then Encourage</td>
<td></td>
</tr>
<tr>
<td>It Some More</td>
<td>139</td>
</tr>
<tr>
<td>Vigilantly Prevent Retaliatory Behaviors</td>
<td>141</td>
</tr>
<tr>
<td>Seeing Through the Benefits of Transparency</td>
<td>142</td>
</tr>
<tr>
<td>Provide Ongoing Support and Information to Those Who Report</td>
<td>144</td>
</tr>
<tr>
<td>Look for Patterns of Behavior</td>
<td>145</td>
</tr>
<tr>
<td>Do Not Treat Victims and Victimizers Like Couples Who Need Counseling</td>
<td>149</td>
</tr>
<tr>
<td>Avoidance Is Not a Strategy</td>
<td>150</td>
</tr>
<tr>
<td>Beware of “Death by a Thousand Cuts”</td>
<td>152</td>
</tr>
</tbody>
</table>
Contents

It Takes a Village—and It Takes Courage 153
Develop Training Techniques for and
   Encourage Implementation of Bystander
   Intervention 155
Resist Backlash 158
Consider Curbs on Social Drinking and
   Exclusionary Activities 160

Chapter 9 Imagine 163
Sorry Seems to Be the Hardest Word 163
The School Recruitment Firewall 166
Judges Should Level the Playing Field
   That They Made Uneven 167
Change That Works 168
Defying Gravity 170
The Future Feels Close 172
The Answer Was Here All the Time 173

Appendix: A Detailed Glimpse
into the Legal Profession from
the Women’s Bar Association of
Massachusetts 177
Notes 235