Advancing Careers

KEY TOPICS

accommodation
alternative careers/paths
burnout
caregiving
flextime
fulfillment
job crafting
job sharing
labyrinth
lattice
leaves of absence
meaningful work
microaggressions
networking
off-ramp/on-ramp
pinch points
resilience
work-life conflict
work-life integration

Individuals' career paths are highly influenced by the culture and systems of the office, the profession, and society. To successfully advance careers, particularly for members of underrepresented groups, leaders need to go easy on the people and hard on the process and actively recognize and remove structural impediments.

This guide offers employers and organizations ways to support the development of all employees, with an eye toward equity and inclusiveness, and calls attention to critical junctures commonly found in architectural careers.

AIA **W**

The University of Washington for the American Institute of Architects Equity and the Future of Architecture Committee

What Is Advancing Careers About?

Responsibility for advancing careers falls not only on employees. For employers, supporting career development helps increase retention and reduce turnover costs and, when done equitably, can contribute to firm diversity. At times, architecture professionals face choices with unclear implications, such as taking a small part on a large project or a large part in a small project. Career progression can be slow, in part, due to the complexity of the discipline and the long route to licensure and professional maturity, and it can be hard to determine whether it is persistence or change that is needed to achieve goals. For managers and firm leaders, it can be challenging to ascertain how to provide systematic support while also tailoring that support to meet individual needs equitably.

In the architecture profession, there is a perception that all work is predominantly design based, yet even those whose roles are primarily in design are responsible for a variety of tasks. A broader definition of design would encompass the numerous ways in which architects use design thinking to consider multiple and sometimes contradictory options simultaneously. In this framework, any activity that an architect engages in can be a part of a career path: from communication and technical detailing to planning, specification, or construction administration, both within traditional practices and other types of employment in the building industry.

Typically, career development is thought to be the responsibility of the individual. However, as the other guides in this series illustrate, workplace factors that are controlled by profession and firm leaders and managers, rather than individual employees, play a significant part in who progresses, which paths they take, and whether they stay in the profession. In addition, individuals' plans and choices are subject to social, cultural, and economic forces that may steer them toward or away from certain pathways. Equitable and inclusive leaders and workplaces help employees navigate these challenges and also support the development and advancement of all employees impartially. These actions, in turn, lead to greater choice, flexibility, and growth in individual career paths and greater retention and diversity in the profession.

FUNDAMENTAL VALUES AND CAREER MOTIVATION
Architects have in common the desire for meaningful work and the belief that architecture as a profession has intrinsic value since it can make a positive difference in the world. The 2018 Equity by Design (EQxD) survey of 14,360 architecture professionals found that "meaningful work" (defined by researchers as developing the inner self, unity with others, service to others, and expressing full potential) was a major factor in both satisfaction and retention in architecture.[1]

"I wanted to work on a smaller project so I could test my skills, and expand my knowledge, and contribute to a project. And I was told, 'There are other people in front of you, you need to wait, but be patient.' How long are you supposed to be patient when you're almost forty? How long do I just sit on the bench and wait?"

Architect, Black, Female, 30-40

In spite of the strong motivation for many to stay in the profession, there are equity issues that affect professional growth and contribute to work-life conflict (the imbalance that occurs when workplace demands interfere with personal responsibilities and interests) and that ultimately affect retention and diversity.[2] These issues can stall or even end the careers of individuals with identities underrepresented in the industry.

EQUITY AND PROFESSIONAL GROWTH
Researchers have found that race and gender factor into the speed at which one moves along one's career pathway.[3] In the AIA Diversity in the Profession of Architecture survey, a significant percentage of people of color and white women said that they are less likely to be promoted and believed that existing resources and efforts were not sufficiently supportive. When asked the reasons for their dissatisfaction with their careers, people of color more often cited slower professional growth and lack of recognition for their work. Men of color also leave architecture careers more often than white men because they are more likely to perceive their salaries as not commensurate with the workload and that their pay is not equal to that of others in their position.[4]

Research on career trajectories in the general working population corroborates these perceptions. One study showed that white professionals were more likely to be placed on a fast track to middle management and to the executive level, while professionals of color spent longer times in entry-level positions before being moved to middle management.[5] People of color in managerial positions also contended with more frequent job changes within a company and were given "fix-it" roles that provided no opportunity to develop new skills.[6] In the 2018 EQxD study, white respondents were found to be much more likely than their peers of color to move out of production roles into project architect positions in their first seven years in the profession.[7]

Gender also plays a significant role in professional career trajectories and opportunities. Women have less access to "hot jobs," or mission-critical roles that can move careers forward, and are also often viewed as less creative and innovative than men.[8] In a recent study of creativity and gender stereotypes, research participants evaluated the creativity of fictitious architects based on a set of images of work supposedly created by them. When participants were told the work was by a male architect, they evaluated the designer as being more creative than when told that the same work was by a woman.[9] Using the same methodology, researchers found, on the other hand, that gender did not influence perceptions of creativity when the field of expertise was fashion design, a profession that has been traditionally seen as feminine. In the same vein, more women than men who responded to the 2016 AIA Diversity in the Profession of Architecture survey reported that they were not likely to receive equal pay in comparable positions and were often encouraged to pursue interior design and other design fields

rather than architecture.[10] When architectural design is considered the pinnacle of architectural practice, unconscious bias and perceptions of inferior creativity can pose an obstacle to career advancement.

Finally, workplace harassment and discrimination as well as relentless microaggressions that target race, sexual orientation, ethnicity, age, visible or invisble disabilities, or gender identity or expression can further hamper career trajectories.[11] (See the *Recruitment and Retention* guide.) For example, a UK survey found that almost 60% of LGBT architects had heard offensive comments related to sexuality in the twelve months preceding the survey, and only one in five said they sensed support from senior leaders.[12] The effects of workplace discrimination also impact transgender people. In a 2011 survey on transgender discrimination in the general working population, 90% of respondents indicated having experienced harassment or mistreatment at work or took actions to avoid it in their workplace.[13] Almost half of the respondents also reported having experienced job outcomes that hurt their career progression (e.g., being fired, not hired, or denied a promotion). The effects of discrimination are even higher for transgender employees who are people of color.[14]

EQUITY AND ACHIEVING WORK-LIFE INTEGRATION
The desired relationship between work and life outside of work (also known as work-life flexibility, integration, or balance) varies by individual. For one employee, long hours can be satisfying, while for others, they can be burdensome. While the EQxD survey shows that architects care about finding a desirable balance between work and life, women reported greater challenges in achieving that balance and felt they had less time to pursue interests outside of work.[15]

"When I transitioned, the reaction I was getting from my clients was, we don't care what you look like, we're hiring you for what's between your ears and for your skills. But again, I had an already established reputation and my Fellowship. It was different than when a younger person, in her late twenties, early in her career, licensed, came out at another firm. After she came out, they wouldn't allow her to see clients anymore."

Firm Owner, White, Transgender Female, 60s

Time is often the source of work-life conflict with respect to both the number of hours worked and how work time is scheduled. Regardless, being able to rely on when time off will occur and being able to fully disconnect during that time are the two factors that most positively influence control of work and life for employees.[16] Inflexible hours can lead to mental-health stress and burnout; mental-health wellness is found to be best supported through flexible hours, job redesign, addressing negative workplace dynamics, and supportive and confidential communication with management.[17]

There are also pinch points—career milestones or especially demanding stages—when challenges may arise and cause work-life conflict or even burnout. (See the *Recruitment and Retention* guide for more on pinch points.) Architecture has five: education, "paying dues," licensure, working caregivers, and the glass ceiling.[18] Across occupations, pinch points especially affect caregivers, such as parents or those taking care of older family members, who often are women.[19] For example, in the general working population, mothers incur a wage penalty averaging 5%.[20] For women under thirty-five, the pay gap between mothers and non-mothers is even larger than the gap between women's and men's pay.[21] In architecture, likewise, pinch points affect women more than men. The 2016 EQxD survey found that in their first five years of work, women were more likely than men to pay dues in time spent on office-management tasks and were ten times more likely than men to be the primary caregiver for their children.[22] These challenges have a direct impact on professional growth and achieving leadership roles in a firm.[23]

Employers have tried to support employees who are navigating these career milestones by offering flextime, which allows one to choose (to varying degrees) how many hours one works and when. However, despite flextime policies having become somewhat common in high-intensity professions, workplaces may penalize employees who deviate from traditional work hours and prevailing attitudes in their own profession regarding the time that is required to fulfill their responsibilities.[24] For example, employees who use flextime may be seen as less dedicated and less motivated and may experience slower wage growth, or managers may override or expand an employee's established work hours.[25] In addition, multiple studies have shown that women who request flexible arrangements are more likely to be judged as less committed than men who make similar requests.[26] One result of this difference often anecdotally reported is receiving less responsibility, or even being demoted, despite such action being prohibited by law, when returning from maternity leave. Employers can improve retention and help employees maintain or even upgrade their skills during leaves with intentional off-ramping and on-ramping.[27]

Architecture firms are not unique in the challenges of implementing work-life benefits, such as flextime practices, job sharing, and remote work, but some aspects of the work of architecture create specific hurdles. Projects are often complex and long in duration, and the traditional way in which the profession has managed such projects has created expectations that do not readily accommodate flextime or part-time work. Because of the unpredictable nature of architectural work, flextime requires negotiation. It may be seen as adding difficulty to a project and potentially compromising project quality. Furthermore, architectural technology changes rapidly, and workers who pause their careers or reduce their hours can lose ground in their professional advancement if they don't or can't keep up with those changes.[28]

Even with all of the aforementioned in mind, the cost of inflexibility for both firms and employees is high. If flexibility is perceived as a mere aspiration rather than a consistent, core business commitment, it could damage workplace culture. For example, flexibility could have negative consequences if it results in undesired reduced scope or level of responsibility for the employee or if it expands beyond the agreed-upon hours as time-sensitive decisions need to be made quickly.[29]

The 2016 and 2018 EQxD surveys provide a detailed picture of the perceived impacts of using work-life benefits, such as flextime, in-house daycare, and remote work. The 2018 survey found that a great majority of men and women believed that the use of work-life benefits would have a negative impact on their chances for promotion.[30] Most respondents to the 2016 survey did not perceive adverse effects from taking advantage of certain specific benefits such as alternative scheduling (e.g., compressed schedule, telecommuting, being part time, and job sharing), but those who did identify negative effects were people of color and white women.[31] In addition, these same groups reported having less access to those benefits when they were offered to them.[32]

The cultural impact of these challenges to work-life benefits is reflected in the 2016 AIA Diversity in the Profession of Architecture survey. The majority of architects surveyed felt that managing work-life balance is more difficult for them compared with other professionals, and they desired greater job flexibility. More than white men, men of color surveyed said that they left the profession because of an inability to achieve a work-life balance.[33] Respondents (64% of women, 37% of men) also believe that women are not receiving meaningful opportunities when returning to work after leaving to start a family.[34] Given the choice of either having a family or making trade-offs in salary, some women choose to give up their profession altogether.

Finally, if a two-salary, professional, heterosexual couple have a child, and the woman is an architect, and therefore likely to be the lower paid of the two, there is a strong economic argument, fortified by cultural norms, for her to become the primary caregiver, regardless of her preference.[35]

According to the 2016 AIA Diversity in the Profession of Architecture survey, both men and women in the field believe there are fundamental strategies that directly address work-life conflict issues and that could attract and retain more women:

· promoting a change in office culture that allows better work-life harmony (84% of women, 63% of men)

· increasing job flexibility, including the option to work remotely, job share, or work flexible hours (81% of women, 58% of men)[36]

Research has been done on interventions aimed at changing the structure and culture of workplaces to improve work and personal lives by providing preset, reliable time off and by focusing on results rather than hours.[37] Workplaces that actively focus on results lead in the implementation of strategies akin to the lattice approach described below, in which flexible time is more often the norm than the exception. However, researchers have also found that without an intentional separation between personal and professional lives, flexible work can lead to feeling constantly plugged in, with no delineation between work and life.[38]

Because the specific needs of identity groups and the individuals within them can differ significantly, programs that aim to benefit one group may be detrimental to another. For example, in one workplace study, training managers to promote a family-friendly culture had a positive impact on those employees with high work-life conflict (e.g., parents of young children) but a negative impact on those with low work-life conflict (e.g., people who do not have children).[39] Those results may occur from those with low work-life conflict perceiving measures intended to support families as unfair or due to supervisors spending more support time with employees with high work-life conflict.

SUPPORTING CAREER PATHWAYS EQUITABLY
It is crucial to realize that responsibility for career advancement goes beyond the individual and must be addressed with systems, policies, and a workplace culture that serve everyone well, upheld by firm leaders and managers who understand how to customize while considering the need to be equitable across the firm. Supervisors would do well to be "hard on the process and easy on the people" by examining systems and processes that may be obstacles for that particular person's career pathway, instead of focusing on what that person needs

to change. Employees' perceptions of fairness and effective organizational support for development can be measured and are highly predictive of employee retention and productivity.[40] Since individual goals and paths can vary significantly, it can be challenging for offices to support everyone effectively. There are a number of ways that both architecture firms and institutions can help support career advancement equitably.

CLARIFYING CRITERIA FOR PROMOTION
In the AIA Diversity in the Profession of Architecture survey, people of color and white women indicated that they are less likely to be promoted to senior positions[41]— a perception that accords with the relatively slow changes in demographics of senior leaders, who continue to be predominantly white and male, even as schools have been graduating a high proportion of women, if not people of color, for over thirty years. In the 2018 EQxD survey, 35% of respondents did not know the criteria for promotion, and there was substantial variation among firm leaders regarding which criteria were most valuable.[42] Better supporting the advancement of the careers of people of color and women requires providing clear promotion criteria. The AIA Diversity survey reported that when asked about the top ways to promote diversity, respondents said providing clear, written criteria for promotion was essential. These criteria were even more important for people of color than whites (59% vs. 43%).[43]

SUPPORTING NETWORKS
Networking, like mentoring and sponsoring, can have a strong, positive effect on recruitment, retention, and career progression. While networks benefit all working professionals, women and people of color have less access to networks due to biases or lack of peer representation. (See the *Mentorship and Sponsorship* guide.) As in other professions, increasing access to diverse networks of mentors, sponsors, and peer groups supports the advancement of currently underrepresented individuals or groups working in architecture.

Most people believe that their networks directly help them get jobs, key assignments, and promotions; networking is particularly relevant to advancing a career since over 80% of jobs are filled by word of mouth.[44] While having mentors and sponsors in one's network has clear, important advantages for career growth, peer networks are equally important for learning about personal experiences and obtaining advice and social support.[45] (See the *Mentorship and Sponsorship* guide.)

Having assistance in building networks is especially important to people of color. Research by David Thomas on career progression within U.S. corporations found that a racially diverse network of sponsors and corporate mentors with varied business roles is key to people of color achieving the highest levels of success.[46] Successful executives of color tended to have far more diverse

networks than managers of color: while networks of managers of color were composed of either all or nearly all of a single race, the networks of executives of color were diverse in various ways, including race, age, gender, cultures, and role (mentors, sponsors, role models, peers).[47]

How people use their networks matters as well. Executives and leaders establish and use their networks for more strategic, future-oriented purposes rather than to simply address current needs. Employers and managers can support the advancement of diverse employees by helping them develop a strategic mind-set more than a purely operational one.

CHANGE WORKPLACE CULTURE FROM CAREER LADDER TO CAREER LATTICE

One way to meet concerns over work-life conflict, increase the potential for both individuals' and firms' successes, and maintain and support a more diverse workforce is to shift the profession away from the image of the career path as a ladder to that of a lattice, in which pace, workload, work location, and work times can vary over the course of a career.[48] A ladder system relies on traditional conceptions of hierarchy and power, in which the individual must follow a singular career path, moving upward within a system that has been determined by the leaders. A ladder requires the employee to prioritize work over life outside of work and assumes that needs remain constant over a long period. In contrast, a lattice route is developed by the individual and firm together and is based on the premise that there can be multiple pathways to a successful career.[49] Navigating the lattice offers the ability to move fast or slow during one's career or even to change direction, allowing for adjustments as a worker's life and goals change.[50]

One example of a lattice system is the Mass Career Customization (MCC) framework, which was originated at Deloitte, a professional services firm. MCC is a holistic approach to careers that will change course over time and in which regular adjustments are expected.[51] This framework assumes that the future workforce will experience increasingly varied family structures (e.g., single parents, delayed childbirth, dual-career families), shifting expectations of men at work and at home, and changing norms about the importance of life outside of work—norms influenced by the high expectations that Generation X and Y (and potentially Gen Z, as well) have for their personal and work lives.[52]

Mass career customization is different from flexible work arrangements, which are used primarily to meet the needs of childcare and other caregiving and family obligations. The flexible-work-arrangement approach implies that such arrangements are accommodations, exceptions to the normal way of working. These exceptions tend to cast those who take advantage of them in a negative light.[53] The MCC framework, in contrast, is based on the premise that every individual should have a customized career path created between employer and employee. It goes well beyond simply looking at hours worked to holistically addressing variations in four key work-related dimensions: work pace (how quickly an employee progresses in responsibility and authority); workload, location (in office or remote) and schedule of work; and the role of the employee (job position, description, and responsibilities).[54] Over the course of a career, the employee's profile in these four dimensions will change, allowing them to successfully decelerate or accelerate their pace of advancement while also providing clear expectations between the employee and employer. A framework such as the MCC and a mind-set based on a lattice rather than a ladder could be helpful for firms and the profession at large to support the careers and quality of life of architecture professionals as well as help retain more diverse employees as their personal needs evolve.

"Architects aren't taught to think from a business standpoint. I know there are a handful of mothers who've left the profession. They didn't intend to leave, but it's brutal to come back once you have left. When people decide to leave to be with their kids…we're not taught about the loss of future benefits. They don't play out the scenario of staying in, advancing in their career, and being more comfortable later in life, but instead they think very much in the present day: 'I can make only as much money as I need to pay for childcare, so I'm going to stay home instead.' I don't think there are enough people talking about the whole picture."

Workplace Strategist, Asian, Female, 39

**ACCESS TO TRAINING AND DEVELOPMENT**
Opportunities for development include training for specific skills, receiving coaching, job shadowing, and attending or presenting at workshops and conferences. Having clear, transparent criteria for training supports equity goals by limiting the effects of implicit bias. Although there may be specific circumstances in which access to training is based on age, tenure, or experience, typically, interest or lack of interest in participating in training cannot be assumed. Legal precedents have reinforced that when training can be linked to gaining experiences or skills that lead to promotion, unequal access to training by those in protected classes (gender, race, age, etc.) may be considered an adverse employment action.[55]

Researchers have paid particular attention to career on-ramping for women returning to the workforce after time away. While there is value in skill building for those reentering, especially in technical changes that might have occurred during their absence, the focus of this research has been on the systems and structures that prevent an easy transition. Employers and the profession play powerful roles in establishing cultures in which careers can advance in non-linear and non-sequential ways. Researchers have found that the most effective form of support occurs when the employer takes the primary responsibility for providing what the employee needs, eliminating the idea that difficulty in returning to work means that the employee, rather than the system, needs to be fixed.[56]

ANTICIPATED CAREER PATH
TRADITIONAL MODEL
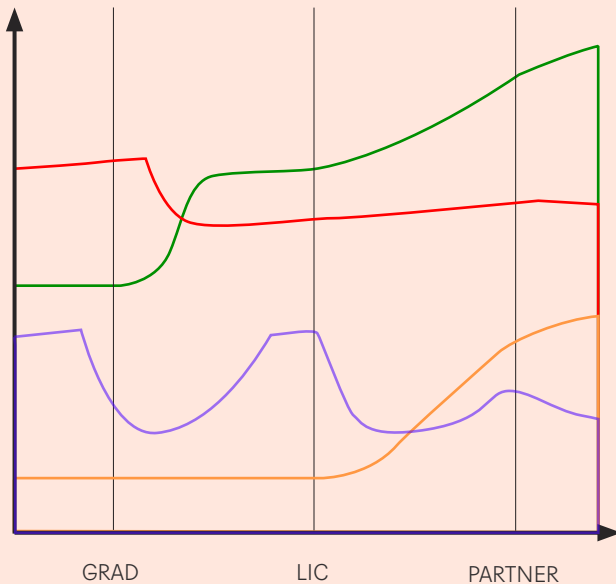
INTEGRATED CAREER PATH
LATTICE MODEL

GRAD   LIC   PARTNER

GRAD   LIC   PARTNER
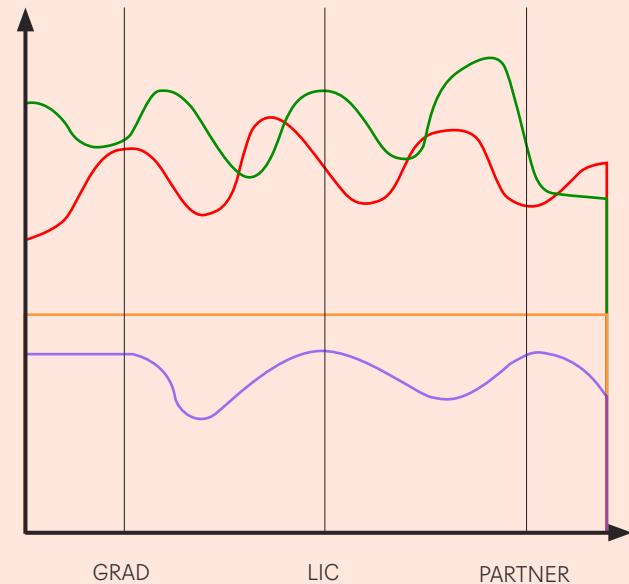
——————— TIME SPENT ON WORK

——————— TIME SPENT ON LIFE

——————— SUPPORT NEEDED

——————— SUPPORT GIVEN AS
         MENTOR/SPONSOR

Comparison of career paths in the traditional
model (left) and the lattice model (right).

The traditional model expects that architects
will have more time to spend on their personal
lives as their careers advance. Flexibility is
assumed to be only a temporary exception to the
norm. The lattice model acknowledges that the
demands of work and life fluctuate, sometimes in
harmony and sometimes in conflict. In this model,
pace, workload, location, and role are treated
as four distinct elements that can be adjusted
independently as needed to create a holistic path
that works for the individual and the workplace.

The traditional model also suggests that support
from mentors and sponsors is most needed at career
milestones, such as graduation or licensure.
The integrated, lattice career path assumes that
support is needed throughout. It also promotes the
idea that one can serve as a mentor at any time,
as a peer or reverse mentor early in one's career
or as a mentor or sponsor later on.

Why Does Advancing Careers Matter?

Since people are at the heart of any architectural practice, successful and fulfilling career navigation is of paramount importance for everyone, from individuals to firms and the profession as a whole. Managing and supporting career development is challenging as firms experience economic pressure to operate efficiently while acknowledging that the perception of conflict between work and life is generally increasing in society.[57] Yet supporting careers and employee growth within a business also contribute to lower turnover and associated costs. Valuable support for career development can come in the form of programs or policies in addition to mentorship and sponsorship, robust workplace cultures, and transparent promotion criteria. Studies show that paid family leave, for example, has a neutral impact on profitability.[58] Although programs designed for greater flexibility can be expensive, they can also result in cost savings, increased employee productivity, and decreased turnover.[59]

People become architects by choice. However, their career progressions are also influenced by social, cultural, and economic forces that affect different identity groups in different ways, creating, for some, the illusion of choice instead of a real ability to make decisions.[60]

INDIVIDUALS

Health · Having greater flexibility, more predictable and reliable schedules, and available and accessible paid leave can help avoid burnout and lead to healthier outcomes for employees and their families.[61]

Happiness · Resilience helps employees meet obstacles head on and bounce back from challenges quickly. Having meaningful work will increase happiness and improve resilience. Employees can also build resilience by building stronger relationships with others, taking leave when needed, and building the skills needed to recognize stress.

Career Choice · Individuals' plans and choices are subject to social, cultural, and economic forces that may steer them toward or away from certain pathways. Supportive, equitable workplaces help to alleviate barriers to advancement and provide individuals with a broader range of career choices.

Meaning · Job satisfaction is tied to work that is meaningful, impactful, and receives recognition.[62]

Networks · Different kinds of networks (organizational, personal, and strategic) can play different roles and are developed in different ways. Generating and sustaining these networks is a key factor in professional growth.

Trajectory · Needs for support vary depending on career phase. In architecture, there are several stages during which individuals could benefit from additional support. These include the pinch points identified by EQxD as well as other milestones, such as the time after becoming licensed, the transition to senior leadership, and the transition out of leadership.[63]

Planning · Short-, medium-, and long-term plans are invaluable for an employee to proactively lay the groundwork for job crafting and a lattice approach to career progression. At the same time, employer support for those plans is essential.

MANAGERS

Career development · When managers provide workplace support, such as flextime, training, or paid leave, they give workers the ability to meet their individual needs and help them shape their careers, leading to greater health and retention of all employees.

Planning · Working with employees to develop short-, medium-, and long-term goals, keeping in mind that different individuals and groups may have different values and aspirations, provides extra support and security.

Awareness · Discrimination, harassment, and microaggression have played a role in the pace of advancement and career outcomes of underrepresented people, whether based on gender, race, sexual orientation, class, disability, education, etc.[64] Neutralizing unconscious biases in perceptions, interactions, and reviews can help retain and support the progress of a diverse staff.

Feedback · Younger workers (Millenials and Gen Z) seek more frequent feedback.[65] Managers who understand how to offer substantive observations constructively help employees develop more rapidly and increase their satisfaction with their progress.

Results orientation · Focusing on results instead of hours spent in the office has been shown to make flexible time the norm rather than the exception.[66]

Predictability · Being able to plan time off in advance, reliably, makes it more valuable to employees and more viable for project managers.

Role modeling · In offices that are adept at treating all employees equitably, witnessing managers use work-life benefits without penalty encourages junior staff and members of underrepresented groups to do the same.

FIRMS

Reduced turnover · Supporting individual career development increases mental wellness and retention and reduces the cost of replacing valued employees, especially midcareer professionals.

Responsiveness · During the past few decades, significantly larger numbers of people have assumed caregiver roles in addition to paid work, resulting in increased tension between work and personal responsibilities. Supporting employees and providing the time and leave arrangements needed for caregiving are investments that will help attract and retain talent.

Productivity · A supportive workplace culture means employees will be more productive and engaged.

Return on investment · The cost of leave and flexible work programs is not as high as is believed—such programs result in savings from greater productivity and reduced turnover.[67]

PROFESSION

Cultural change · Shifting the professional culture to focus on results and outcomes—not hours and commodity services—will help the profession meet the individual needs of architects from different backgrounds and at different stages of their careers without sacrificing profitability (and potentially increasing it).[68]

Leadership demographics · With continued, concerted support for equitable career development and transitions at all career stages, the profession will become more diverse at every level.

We more easily advance architecture careers equitably when...

SUPPORT

employees perceive that the support and training they need is there, when they need it

employees receive regular feedback on performance and goals as well as support in reviewing and revising their professional-development plans

promotional criteria are clear, understood across the firm, and based on performance, not time in service

non-dominant identities are openly welcomed

what "meaningful work" is to different people is discussed and supported

EQUITY

evidence of implicit bias in response to requests for flexible schedules is recognized and corrected

regardless of identity or schedule, employees have substantive assignments, roles, and duties

flexibility is understood as variable pace, workload, location, and schedule

time away from the office is delineated and supported for everyone

policies take into account that work-life conflict varies by person and is contextual

LABYRINTH

the wide ranges of architectural career paths and areas of expertise are known and supported

there is agreement that each individual has different needs at different times

when an individual runs into obstacles, the workplace leaders focus on fixing the system, not the person

project teams and work are structured to allow for changing needs of the employee

demographics of the firm represent the population at every level, and there is room for employees to advance

Compliance

This section is intended
to introduce you to
important legal information
regarding discrimination and
suggestions for maintaining a
discrimination-free workplace
but is not a substitute
for legal advice. For such
advice, we strongly urge you
to consult an attorney.

Federal, state, and local employment laws are designed to ensure that employment practices (including hiring, promotion, and conditions of employment, covered in the *Workplace Culture* and *Compensation* guides) are carried out fairly and without discrimination. It is unlawful to base employment decisions on an employee's legally protected characteristics. These characteristics include race, religion, nation of origin, age, disability, and pregnancy; in a number of jurisdictions, they may also include sexual orientation, gender identity or expression, personal appearance, family responsibilities, matriculation, political affiliation, and genetic information, among others.

Employment decisions bearing on work-life balance may be unlawful if they discriminate on the basis of a protected characteristic. Thus, employers must be mindful not to make decisions based on an employee's flexible work schedule, remote working arrangements, alternative career paths, or anything that appears to discriminate on the basis of a protected characteristic. For example, when considering requests for flexible work hours, employers should avoid asking questions such as "Do you plan to have children?"

Work-life balance issues may arise in other contexts. For example, the law requires that an employer provide reasonable accommodation to an employee with a disability, unless doing so would cause significant difficulty or expense for the employer. Employers are required to reasonably accommodate an employee's religious beliefs or practices, unless doing so would cause undue difficulty or expense for the employer. Reasonable adjustments may include allowing an employee to voluntarily swap shifts to attend a religious service.

Certain subjects that are generally off-limits may become open to inquiry in limited circumstances. For example, employers should avoid health questions that may appear to discriminate on the basis of disability. If an employee seeks reasonable accommodation based on disability, however, the employer may request documentation to establish what accommodations would be appropriate. Similarly, an employee requesting leave under the Family and Medical Leave Act may be required to provide reasonable documentation for the request. A further consideration is that, in some jurisdictions, it may be unlawful to ask an employee certain questions of a private nature, such as about an employee's health condition. Moreover, such questions are plainly unlawful if they discriminate on the basis of a protected characteristic. This would be the case, for example, if a female employee were to be asked if she intended to become pregnant.

The AIA Code of Ethics and Professional Conduct does not address work-life balance explicitly. It does provide, however, that "members should provide their colleagues and employees with a fair and equitable working environment, compensate them fairly, and facilitate their professional development." In addition, a disciplinary rule in the Code of Ethics states: "Members shall treat their colleagues with mutual respect, and provide an equitable working environment."

Access to training or other learning experiences that are tied to promotion in certain, very limited, situations may be offered based on tenure or age, but limiting access based on assumptions of interest of those in protected classes may be considered an adverse employment action.

For more information on federal law governing employment discrimination, visit the website of the U.S. Equal Employment Opportunity Commission at https://www.eeoc.gov/laws/statutes/index.cfm. For information on the AIA Code of Ethics and Professional Conduct, go to https://www.aia.org/pages/3296-aia-code-of-ethics-and-professional-conduct.

Assess

PERCEPTION

Do employees perceive the organization is fair in how it supports career growth?

Do employees' perceptions of the implementation of organizational policies and decision-making match what the firm's leaders think the firm offers?

Do employees articulate and share their goals, and do managers actively support employees' professional-development plans?

Does your employer know what employees consider to be meaningful about their work?

EQUITY

How has the firm checked for bias in responses to work-life benefit requests such as flextime? · How was any bias investigated and addressed?

Are duties of employees on flexible schedules substantive, and do they contribute to career development?

Do employees have reliable time to unplug? · Is it granted equitably?

Is flexible time considered with a focus on results instead of on hours?

LABYRINTH

Does your firm recognize and support an array of architectural skills and areas of expertise?

Do you acknowledge the validity of many kinds of careers in architecture, such as working for clients, public agencies, or contractors?

Do employees have the opportunity to do meaningful work regardless of their identity and full-time or part-time status?

Does your firm appreciate that individuals or groups have different needs at different times, and has it structured ways to accommodate them?

Do you have ways of continuing to involve employees who are on leave and on-ramping them when they return?

SUPPORT

How does your firm evaluate an employee's readiness for promotion? · What voice do employees have in their advancement, next projects, and next roles?

Do managers recognize the signs of burnout and know how to address it?

What is the role of mentors and sponsors in employee development and advancement?

What are your firm's criteria for employee advancement? · Are these criteria known and well understood by others?

Does your firm offer training and development in technical and interpersonal skills, strategy, and leadership?

Act

INDIVIDUALS

For individuals, it can be helpful to consider the pattern of an individual career as a lattice instead of a ladder.[69] You can advocate for yourself and others to help advance careers and increase equity and diversity in the profession.

→ **Design your own path through the lattice,** knowing that your goals and needs will likely evolve over time. For architects, milestones, such as licensure or transitions to or from leadership positions, are points when you may benefit from greater support.

→ **Achieve clarity**. To advance, it is important to understand your options. Assess what resources and support are available, and know the criteria for promotion.

→ **Take stock regularly, and know what resources you need.** Consider creating a development plan with one-, five-, ten-, and twenty-five-year goals and what you need to reach them, such as technology skills, leadership training, broader strategic perspective, or greater intercultural competence.

→ **Craft your job by determining the parts that you would like to amplify or diminish.** Actively work with your employer to define your role and responsibilities and outline any further training or development you need.[70] Find ways to align employee goals with employer business needs.

→ **Build your resilience.** Resilience will help you meet obstacles head on and to bounce back from challenges quickly. Take proactive steps to support your physical and mental health, including taking leaves and seeking out assistance when needed.

→ **Create your networking plan, and build your network of mentors, sponsors, and peers.** The most powerful networks are those a person nurtures and continuously expands through a variety of efforts—formal networking events, recreational activities, volunteer work, and engagement—and that provide two-way professional value.[71]

Try to build networks that are demographically diverse and that represent a range of work roles and work locations. Be aware that different kinds of networks can advance different goals.

→ **Act as an ally and teammate.** When you see others who need support in their careers, advocate for them. When others need flexibility, be as generous as you can, and remember that there will be times in your career when you will need their help and amenability as well.

MANAGERS

→ **Watch for bias** when considering requests for training, leave, or flexible work arrangements.[72] Understand the value of work time that is preset, flexible, and reliable and that allows employees to disconnect and refresh.[73] Check your assumptions about the level of interest that any individual might have in special projects or training.

→ **Be aware of the role of gender, race, and other characteristics in the pace of individuals' career advancement.**[74] Check that your unconscious biases are not affecting your perceptions or your performance evaluations.

→ **Intentionally encourage and promote diverse team members to take on new challenges.** People who don't "look like us" tend to be overlooked. Men are also often promoted—and promote themselves—on the basis of potential, while women are promoted on the basis of past accomplishments, which slows women's career progress and widens achievement and pay gaps.[75] In addition to receiving less encouragement, women are less likely to feel confident or to believe they are given the same opportunities.[76]

→ **Have team discussions to plan the best pathways for providing time off** and ensuring that time off is distributed in an equitable way.[77]

→ **Make work meaningful to employees.** To treat your team members equitably, explore what meaningful work means to each individual employee, and tailor your direction and communication accordingly.

→ **Spot burnout** and find ways to alleviate it. An employee showing a change in demeanor—exhaustion, cynicism, and inefficacy—may be experiencing burnout. You can help by talking with your employee and taking measures to alleviate stress: clearer expectations, more resources to do the job, greater control, more harmonious working relationships, or a change in workload.[78]

→ **Model the behaviors that bolster equity and retention,** and be mindful not to penalize employees who follow your lead in taking time off and attending to personal and family needs.[79]

FIRMS

→ **Ensure that work opportunities are being provided equitably** and that underrepresented groups in your office are not being overlooked.

→ **Learn from employees,** individually and collectively, as well as from affinity groups, surveys, and conversations, how satisfied they are with their roles, development, and advancement.

→ **Provide confidential support and accommodations to those with mental-wellness needs.** Mental-health stigmas in our society deter people from seeking help. Ensure that your firm is committed to the mental well-being of your employees and that this commitment is known and demonstrated across the firm. Watch for signs of burnout, and implement strategies to create a healthy work environment, ensure confidentiality, and avoid mental-health risks (e.g., providing low-level or no support for employees).[80] If someone with a mental-health disorder approaches you requesting accommodation for mental health, avoid stigmatizing, keep their information confidential, and work together to determine accommodations.[81]

→ **Provide accommodations to people with disabilities and medical conditions, both chronic and acute.** Depending on the needs of the individual, accommodations can mean many different things, whether access to specific types of equipment or services (e.g., an American Sign Language interpreter, Computer Assisted Real-Time Translation services, or visual access to colleagues' faces during meetings). Ensure that your firm understands workplace requirements for people with disabilities, and learn more about job accommodations and the American Disabilities Act through resources such as the Job Accommodation Network (https://askjan.org/). Build a workplace culture in which employees feel welcome to request support and accommodations for their particular needs.

→ **Be mindful of "onlys" at various stages of their careers,** and provide extra support and opportunities for collective growth. (See the *Recruitment and Retention* guide.)

→ **Support and expand employee networks,** particularly for people of color, people with disabilities/different abilities, LGBTQ and non-gender-binary people, and women who often have less access to leadership networks of mentors and sponsors (See the *Mentorship and Sponsorship* guide.)

→ **Don't penalize requests for accommodations,** such as flexible schedules. If your office provides flextime, support all employees in using it. Be aware of implicit biases that may lead to negative judgments of the person making the request.[82]

→ **Provide supportive programs that address workplace issues at the systems level,** such as changes in job structures and firm culture, to become more equitable, help resolve demographic imbalances, and attract and retain talent.[83]

"Small firms are embracing technology—they're moving much faster, with less policy. The way architects work is changing—it's much more about getting the work done and less about the number of hours in seats."

Partner and Founder, White, Male, 48

PROFESSION

→ **Change the value proposition from hours to outcomes.** As you shift your requirements of individuals from hours worked to performance and work products, also consider the broader shift to basing client fees on project performance instead of hours.

→ **Expect flexibility to be the new norm.** The future workforce has changing expectations and values around work and family time. Increasingly, changes in family structures and a new generation of workers are altering the wider culture in which the profession of architecture operates. Expect these cultural changes, and push for industry-wide culture change and strategies to provide greater flexibility to employees.

→ **Provide opportunities for networking and mentorship** beyond the scale of individual firms.

Consider

THE LATTICE AND THE ON-RAMP

I was speaking with the director of diversity at quite a large firm. I did my short spiel—coming back as a working parent, after having stepped away for a number of years—and I asked if they had any active policies or any systems in place, like a shadowing program or externship that welcomes people caring for an aging parent or who took a couple years off on sabbatical to reenter the profession. She looked at me and said, "Honey, I don't know how you did it." It was completely dismissive and was the extent of our conversation. Another woman standing next to us said, "Oh, are you coming back as a drafter?" I was so thrown by the experience of unchecked bias and lack of representation. I would love to see something for this missing population of folks who want to come back but don't know how to—because reentry is one of the hardest things to do.

And it's not always a linear path. I started working for an architecture firm after school and then had an opportunity to work for an international firm in landscape architecture that did some really exciting stuff. That was a strategic decision. I knew that there would be a trade-off. Later, I had to fulfill a significant amount of my internship hours, which delayed my licensure. In the interim, I had kids and realized after a few years that my passion for the profession was still there, while quite a lot of my classmates and friends of my age left the profession altogether. For me, there was an opportunity that allowed me to step back in. I was lucky because I was with a firm that accomodated an eight hour week to start and then, over six years, I managed to get to a leadership position. I'm in the middle of taking my exams—I have two more left. It's an incredible time suck, and trying to figure out how to divide my twenty-four hours a day is near impossible with the demands of work and raising a young family. I became an associate principal three years ago, working thirty-two hours per week, and now I'm full-time. Our office has morphed, both in terms of what the

younger staff's priorities are and how they want to balance their time. It has refocused us—in a really great way—as project managers, as leads, to ask how do we plan for ourselves. In the last couple of years, There have been lots of discussions about what everybody's work life look like. I say to project managers: "You're the captain of your ship; you are able to drive your project. At this predesign stage, at a very conceptual level, what do you think your project is going to look like at the end of construction?" Having a work plan lets us be proactive and respectful of everyone's priorities, so the team is less likely to need to work overtime. So I keep about forty hours, maybe some weeks forty-five, but it's pretty reasonable.

— Associate Principal, mid-ARE®, Asian, Female, Married with Children, 41

DISCUSS:

- What is the speaker's firm doing differently from the firms she describes at the beginning of the story? What assumptions and historic practices did their comments reflect?

- What was unusual about the speaker's career path? Would you say she is on a ladder or a lattice path? What advantages and disadvantages do you think she experienced? In what ways do you think her firm may have supported her as she advanced to become an associate principal?

- What ideas do you have for ways to help employees slow down or take the off-ramp and be able to return successfully?

- When do you think is the best time to pursue licensure? What helps to pursue it when timing is not ideal?

- How do you think the speaker's experience has informed how she treats project managers and younger staff? If you were in her shoes, how might you inspire other leaders in your firm to consider their employees' work-life integration or balance?

Consider

IT'S NOT ME, IT'S THE SYSTEM

The entire time I've been practicing, I have been wanting more—contributing more, and aiming for more, trying to do more, and trying to learn more—and have constantly come up against walls and obstacles that turn around and say, "It's you, you're the problem, you're not enough, or you're not the right fit." I've found a recent road to enlightenment, understanding that it's not about me as much as there is a systemic issue.

You're doing everything they're advising you to do. You're making a good case for yourself, helping yourself advance. You might be seeing some improvements, but if people don't show up for you, sometimes it doesn't matter how much you show up for yourself. Because advocates and allies, mentors and sponsors, they do make a huge difference, but if systemically the issue is perception and other people's belief systems that are untold tales of time, there's not a difference that I can make. And because I'm an outspoken person and I contribute to a dialogue and flipped my introvert ways to have a voice so I can contribute to change, I'm seen not as a rebel but as someone who really advocates for myself. Someone actually said that to me: "You really do advocate for yourself." What am I supposed to do if I don't advocate for me? It was like a dagger. At the time they were a peer, and they've now moved up to associate position. They've always been about themself. They're not a person I consider to advocate for anyone but themselves.

— Architect, Black, Late 30s

DISCUSS:

- When is it an individual issue and when is it a system issue? How do you know? Does it make a difference in how you approach creating a solution?

- Who do you see advocating for themselves in your workplace? Have you contemplated deeply whether you judge this form of advocacy differently based on the identity of the person? Do you believe that self-advocacy is an important element in getting ahead?

- Have you ever needed to advocate for yourself? Was it comfortable? Were you effective? Are there times when it is more appropriate or less so? Are there situations in which it might backfire?

- Are there situations in which you get what you want in the short term but undermine your career in the long run, or you don't get what you want in the short term but make progress in the long term?

Consider

WHAT'S MISSING?

I've found really interesting relationships between my own uncertainty about my path and AIA and the workplace. I've used AIA as my support group, my leadership training, for everything I haven't gotten in the workplaces I've been in. If I hadn't found it, I probably would have left the profession already. As good as that is for the AIA, it really sucked when I actually realized what that means for my experience in my workplaces. Right now, I work in a firm with all men. The men are great, and that is fine, but I do all these things—it just never feels like I'm doing enough. There are people with much less experience than I have who are getting many more opportunities. When people talk about diversity, inclusion, well, that's everything to me right now. I feel like there's just so much missing. I don't know what to do next. I don't know who to talk to about it other than my AIA people. I know I could move to a different firm, with different resources, but there will always be things that I will hope that my firm is getting up to speed on or that I'll need to make them aware of. I'm getting a little tired of feeling like there's so much missing and that I need to work to bring it in. I just want to show up and work like a lot of people do. I feel like I have to bring more and be more aware, and I'm getting tired of all of that.

— Rising Leader at Small Firm, Hispanic, Female, 30s

DISCUSS:

- What do you think the speaker means when she says, "There's so much missing?" What are some possible explanations for why the speaker feels she has to do more and isn't getting more opportunities? How do you think her being the only may be affecting her own experience and her colleagues' behaviors toward her?

- What might you ask or say to the other members of the speaker's firm if you were having a conversation with them about their firm culture and their career-development practices? What would you suggest this speaker do, ask, or say?

- Do you think the firm is at risk of this person leaving? Do you think she is at risk of burning out? What can professional organizations, like the AIA, do especially to help support and advance the careers of members in small firms?

Consider

ARE WE LOOKING FOR WORK-LIFE BALANCE OR FULFILLMENT?

I think that there's a whole class of architects who believe that their work is their life, and to them, that's balance. What creates situations of imbalance in offices is when not everybody feels that way. You can have these very dedicated practices where nobody has any work-life balance, but they all believe their life is their work, and they're happy as clams. And that goes to the issue of culture: what is the culture of the office? I share a space right now with a woman architect who has won countless design awards. She's got them stacked up in the corner because she's got so many, and you kind of trip over them. She's one of those people for whom her work is her life, and she finds that completely satisfying and totally fulfilling.

We're trying to shift the conversation to the notion of fulfillment instead of work-life balance. When people talk about work-life balance, it suggests to many people for whom their work is their life that there's something wrong with that. But there's no magical balance that is achievable by everybody collectively. I think it's a question of learning how to assess the situation that you're in and learning how to communicate in such a way that you can get your work aligned with your own personal sense of how much you want to do—how much you want to go kayaking or skiing or how many design awards you want to win.

— Executive Director, Licensed, White, Female, 60s

DISCUSS:

- What is your experience of people in an office having different ideas of what work-life balance looks like? What kinds of challenges do these differences pose, and in what ways have you seen these challenges handled in your own workplace?

- What do you think of this idea of fulfillment instead of balance? How is it similar to the idea of meaning discussed in this guide?

What is your own idea of fulfillment, and how is it similar to or different from the desires of your coworkers or employees?

- What is the employer's responsibility and what is the employee's in getting work schedules and conditions aligned with one's personal idea of fulfillment? How does your firm attend to individuals' priorities and aspirations?

Consider

CLEAR AS MUD

During my second annual review, I said, "I've been here for two years. I really like the people, love the work. I get so much out of it, but I feel like I'm getting stuck. How do I make the next steps, to take on more leadership roles and move up into management?" And the answer was as clear as really thick, dark mud. All they said was: "There's no set, defined path. It kind of happens when it happens. We can't have this prescriptive path to leadership because if we do, there are these negatives." Everything else about this firm is so positive and aligns with what I want to do except for the "where do I want to go" aspect. That was something that was just so frustrating because it shouldn't be that unclear. I can understand that reasoning to an extent, but I was so disheartened when I heard that. This conversation made me question whether or not I had a future at this firm.

— Architect, Production Staff, Caucasian, Female, 31

DISCUSS:

- Should there be a defined path to leadership? What might the negatives be that the managers refer to? Do you agree with them?

- What alternatives to a set path might there be? What should the firm managers do differently? Could this person design a development plan and negotiate some milestones and concrete steps with her managers? What might you do if you were in this situation?

Consider

I STILL HAVE A CAREER

I came out and transitioned pretty late in my career, about three or four years ago. Fortunately, what I feared originally wasn't how it turned out. My practice focus is in the arts, basically a very progressive, open-minded client space. I initially came out at a theater conference about the bathroom-gender issue. I had to rethink. I realized that I'd jumped the gun there a bit because I hadn't come out to all my family—but to three hundred peers! The initial coming out—everybody was accepting. "You're so brave. This is wonderful. You can be yourself"—those sorts of comments, all reassuring and welcoming. I thought, "Ok, I didn't shoot myself in the foot, and I'll still have a career." Cause you get to that point—it's not bravery, it's that the alternative is not good. The suicide rate among transgenders is pretty high. A lot of us were at that point where you've just got to move forward. And then to go through that and find out that it's not as bad as I thought; I do have a modest career. There were some changes, and certain friends—you find out who your true friends are, right? And everybody says they're here for you, but after six months or a year, certain people stop calling, so there was that. But more people did call, so it sort of balanced out.

— Firm Owner, White, Transgender Female, 60s

DISCUSS:

- What difference does it make to an LGBT person to be able to be open at work about their identity? What is the impact of not being able to be transparent?

- How might colleagues be supportive when someone comes out or transitions at work? What are some ways your organization's leadership and HR department help to ensure that LGBT colleagues are safe, supported, and able to be their truest self at work?

- Do you think there are situations in which it might not be wise to be open about one's gender identity or sexuality? What might you or a firm's leaders do to change these types of situations?

Consider

HOW REAL IS FLEXIBLE WORK?

Flexibility to me has always felt like a trick. I always hear this nice word *flexibility*, usually in an interview as a selling point. And then I've always felt, pretty immediately once I'm there, that flexibility is for—it's a seniority thing, or how brave are you to ask, and then you'd better wait a while before you ask again. It's not inherent. You better go and ask the right person at the right time, hope they are in the right mood to say yes. If you're lucky, they won't make you feel guilty about asking. But then there's this unwritten waiting period before you can even think about asking again. That has never felt real to me. It's always been like a carrot, dangling in front of my eyes.

— Architect, Production Staff, Caucasian, Female, 31

I notice a lot of younger folks in my firm, especially the women, who never take the implied flexibility, because they feel they want to impress higher-ups. Often times, ironically, they're looked at as not taking that initiative...so we're not going to consider you for a promotion. You're just following the norm, not going above and beyond. It works against them.

— Emerging Professional Architect, Asian, Male, 32

DISCUSS:

- What are the stigmas against flexibility expressed in these two accounts? How are the speakers' perceptions different, and how are they similar?

- How might employees be penalized for asking for flexible schedules, and what might be the penalties for not asking?

- What is the impact on employees—and on a firm—when needs for flexibility are not accommodated?

- What do you think the obstacles are for employers in considering special accommodations? What have you seen in your career?

Consider

FLEXIBILITY IS...FLEXIBLE

One thing I would encourage people to talk about is how the many versions of flexibility—hours, time, how you progress in your career, all these different things—can serve different people in the organization. The earlier thinking was that it was appropriate to make these concessions for mothers; but the more it's seen as just for mothers, the easier it is to hold it against them. When we talk about flexibility, we have people who are students, teachers—curating at the AIA gallery, volunteering—people who are parents or who are taking care of a parent. Flexibility becomes a workplace-culture example of universal design. People can benefit from these things in different ways if you allow the measurement to be about performance, not motherhood. Butt-in-seat isn't an indicator of doing good work. The hours people work borders on irrelevant. More important is that teams set norms of collaboration: Is this working? Could we mix it up differently, like work a day from home or have core hours? Come with a solution and foster dialogue.

We have people who request flexibility for different things; it's the norm here. Other firms worry that it'll turn into a free-for-all, but you need to trust people to be adults and manage around things. It's created a lot of commitment to the firm because you allow people to take care of their lives outside of work.

It's all about us all being professionals and adults, and lives are complicated. It is harder to set expectations when you can't see people. We have some people who do that really well; we're talking about how to continue to evolve that because in the future it will be required of everyone. It will be harder and harder to retain people if we expect them to be all together all the time.

— CEO and Owner, White, Female, 59

DISCUSS:

- What does the speaker mean by "the more it's seen as just for mothers, the easier it is to hold it against them"? And how is flexibility an example of universal design?

- How do you think work is different when everyone isn't together all the time? Are there advantages? How might you address the challenges?

- What flexible work arrangements have you tried in your team or firm?

- What ideas regarding flexible arrangements would you like to bring to your team?

Resources

FLEXIBILITY

Flex Works – Catalyst (2013)
[subscription required]
https://www.catalyst.org/research/flex-works/
    Addresses common misconceptions related to
workplace flexibility and establishes several best
practices for creating flexible workplace policies.

**The Value of Workplace Flex: Options, Benefits, and
Success Stories – Bentley University Center for Women
and Business (2018)**
https://www.bentley.edu/centers/center-for-women-and-
business/workplace-flex-research-report-request
    Reviews why workplace flexibility is important,
different types of flexibility, what doesn't work
for flexible work arrangements, and strategies
for implementing flexibility policies. Also includes
recommendations for individuals who are looking for
flexible options.

LIFE AND CAREER BALANCE

**Raising Kids and Running a Household: How Working
Parents Share the Load – Pew Research Center (2015)**
http://www.pewsocialtrends.org/2015/11/04/raising-kids-
and-running-a-household-how-working-parents-share-
the-load/
    Data related to gender differences in perceptions
of work-life balance, division of labor, and career
progression for two-parent households in which both
parents work.

**Revisiting the Social Construction of Family in the
Context of Work – T. Alexandra Beauregard, Mustafa
Ozbilgin, and Myrtle P. Bell – Journal of Managerial
Psychology (2009)**
https://www.emeraldinsight.com/doi/
pdfplus/10.1108/02683940910922537
    Identifies ways in which traditional policy definitions
of family limit work-life-balance accommodations for
people with families, examines situations that don't fit
these definitions, and proposes actions to ensure that
work-life-balance accommodations are provided to all.

CAREER PROGRESSION

**Diversity in the Profession of Architecture: Executive
Summary – AIA (2016)**
http://content.aia.org/sites/default/files/2016-05/Diversity-
DiversityinArchitecture.pdf
    Key findings include reasons women and people of
color are underrepresented in the profession and
perceived challenges to career advancement, retention,
and job satisfaction.

**Good Intentions, Imperfect Execution? Women Get
Fewer of the "Hot Jobs" Needed to Advance –
Christine Silva, Nancy M. Carter, and Anna Beninger –
Catalyst (2012)**
https://www.catalyst.org/research/good-intentions-
imperfect-execution-women-get-fewer-of-the-hot-jobs-
needed-to-advance/
    Looks at the types of experiences required for women
to advance into leadership roles and reveals that
women are less likely to be given those types of
assignments. Lists ways to assess how assignments
are given to close the gender gap for the experience
needed to advance.

**The Myth of the Ideal Worker: Does Doing All the Right
Things Really Get Women Ahead? – Nancy M. Carter
and Christine Silva (2011)**
https://www.catalyst.org/research/the-myth-of-the-ideal-
worker-does-doing-all-the-right-things-really-get-women-
ahead/
    Looks at the tactics used by men and women to seek
career advancement and summarizes what is successful
for each gender. Advises individuals on which
strategies are most successful and organizations on
how to set up structures that ensure a level playing
field for advancement.

**Race Matters – David A. Thomas – Harvard Business
Review (2001)**
https://hbr.org/2001/04/race-matters?referral=03759&cm_
vc=rr_item_page.bottom
    Compares career progression for white people and
people of color to help people understand differences to
better mentor professionals of color. Also lists common
challenges people of color face that their white peers
might not and how to address them.

LICENSURE

NCARB by the Numbers: Navigating the Path – NCARB (2018)
https://www.ncarb.org/nbtn2018/navigating-the-path
 Provides an overview of changes in gender and racial attrition rates for licensure candidates over time.

LEADERSHIP

Charting the Course: Getting Women to the Top – Melissa Artabane, Julie Coffman, and Darci Darnell – Bain & Company (2017)
https://www.bain.com/insights/charting-the-course-women-on-the-top
 Looks at the challenges women typically face in advancing to leadership roles and provides managers with strategies for supporting women in these areas.

Leadership in Your Midst: Tapping the Hidden Strengths of Minority Executives – Sylvia Ann Hewlett, Carolyn Buck Luce, and Cornel West – Harvard Business Review (2005)
https://hbr.org/2005/11/leadership-in-your-midst-tapping-the-hidden-strengths-of-minority-executives
 Provides suggestions for better understanding and supporting pursuits of employees outside the workplace, recognizing the value in outside work-leadership opportunities. Also provides suggestions for rethinking inclusion in benefits and ways to support minority talent in advancing to leadership.

Notes

1. Marjolen Lips-Wiersma and Sarah Wright, "Measuring the Meaning of Meaningful Work: Development and Validation of the Comprehensive Meaningful Work Scale (CMWS)," *Group and Organization Management* 37, no. 5 (2012): 655–85; and Annelise Pitts et al., *Equity by Design: Voices, Values, Vision!* 2018 Equity in Architecture Survey Early Findings Report (San Francisco: AIA San Francisco and Equity by Design Committee, 2019), https://issuu .com/annelisepitts/docs/eqia_2018_early_findings.

2. Ellen Ernst Kossek and Kyung-Hee Lee, "Work-Family Conflict and Work-Life Conflict," *Oxford Research Encyclopedias*, October 2017, https://oxfordre.com/ business/view/10.1093/acrefore/9780190224851.001.0001/ acrefore-9780190224851-e-52.

3. David A. Thomas, "Race Matters," *Harvard Business Review*, April 2001, https://hbr.org/2001/04/race-matters?referral=03759&cm_vc=rr_item_page.bottom.

4. American Institute of Architects (AIA), "Diversity in the Profession of Architecture," Executive Summary 2016, http://content.aia.org/sites/default/files/2016-05/Diversity-DiversityinArchitecture.pdf.

5. Thomas, "Race Matters."

6. Ibid.

7. Pitts et al., *Equity by Design: Voices, Values, Vision!*

8. Christine Silva, Nancy M. Carter, and Anna Beninger, "Good Intentions, Imperfect Execution? Women Get Fewer of the 'Hot Jobs' Needed to Advance" (New York: Catalyst, 2012), https://www.catalyst.org/research/ good-intentions-imperfect-execution-women-get-fewer-of-the-hot-jobs-needed-to-advance/; Devon Proudfoot, Aaron C. Kay, and Christy Z. Koval, "A Gender Bias in the Attribution of Creativity: Archival and Experimental Evidence for the Perceived Association Between Masculinity and Creative Thinking," *Psychological Science* 26, no. 11 (September 2015), https://journals.sagepub. com/doi/full/10.1177/0956797615598739; and Daisy Grewal, "The Creativity Bias against Women," *Scientific American*, December 8, 2015, https://www.scientificamerican.com/ article/the-creativity-bias-against-women/.

9. Proudfoot, Kay, and Koval, "A Gender Bias in the Attribution of Creativity."

10. AIA, "Diversity in the Profession of Architecture."

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