

STEVEN P. DINKIN A Path Forward

BOSS LADIES: FIGHT FOR WORKPLACE EQUALITY

Each of us checks a number of boxes to describe who we are and the groups to which we belong. We identify ourselves based on our race or ethnicity, gender, family role, socioeconomic status and faith, among other characteristics.

How we respond to different situations, based on these multiple identities, is sometimes referred to as our salient identity.

The stronger our bond with a particular identity, the higher it will register on the salience hierarchy — and the more likely it will be to influence our actions.

In an upcoming dialogue that's being presented by the National Conflict Resolution Center, we will discuss salient identity with two prominent individuals: former U.S. Rep. Susan Davis, who represented California's 53rd Congressional District for 10 terms; and Jane Howard-Martin, a lawyer and vice president of labor and employment at Toyota North America.

The virtual event, called "Boss Ladies: A Frank Conversation About Women's Rise to Power and the Struggle to Keep It," will air on July 22.

Here's something I learned from our two speakers as we prepared for the program: Neither Davis nor Howard-Martin uses the word "boss" to describe themselves — despite their leadership roles in government and business. Howard-Martin connects the word with "bossy," noting that women in power are often tagged with that label. She thinks that the word "boss" is antithetical to leadership — all about self and less about the team.

Instead, Howard-Martin thinks that leadership is about being empathetic, building consensus and empowering team members to do their best work, characteristics that are typically associated with women.

Davis says she had a hard time being called the boss, even over her long career in Congress. She finds the word "boss" to be "some-what pejorative" — and often used in that way when referring to women, but not men. She laments the ridiculously high level of scrutiny that gets placed on female leaders today.

Women are held to a higher standard than men. Studies show

that women who are caring and compassionate are often considered less competent. But women who display confidence by speaking up are often labeled as cold and unlikable. They're criticized for being too bossy and assertive, and not caring enough. They can't win.

This nonsense is the very definition of a double standard, since men don't have to worry about it. We just go to work, and expect to be judged on our merits.

Data points from McKinsey & Company and Leanin.org are revealing: In 2019, 85 women were promoted for every 100 men. That sounds like progress, until you consider that men still hold 62 percent of management-level positions. Our patriarchal system — which is rooted in self-serving and outdated views of what it means to be a strong leader — still limits the opportunities available to women and their prospects for advancement.

Female business founders are subjected to the same uneven standards. In a recent CBSN Originals documentary called "Women in the Workplace: The

Unfinished Fight for Equality," author Leigh Stein shared the story of Steph Korey, founder of Away Luggage.

Korey was accused of being a "nightmare of a boss" and creating a toxic workplace — in part because she had high expectations of employees. Korey left the company in 2020.

Stein observed that the culture at Away was very similar to the culture at Amazon or Tesla. Yet their founders, Jeff Bezos and Elon Musk, are lauded in the media as brilliant, complicated leaders who push employees to be their better selves. Female founders, Stein said, are supposed to be ambitious, driven and visionary but also nurturing and compassionate. That's a mountain of expectations.

So, if not as bosses, how do Davis and Howard-Martin identify themselves? The two strongly agree about the saliency of being a woman. To Davis, her identity as a mother is also critically important — useful for negotiating and coming to consensus. Those skills are part of daily life, she says: After all, moms in particular are often

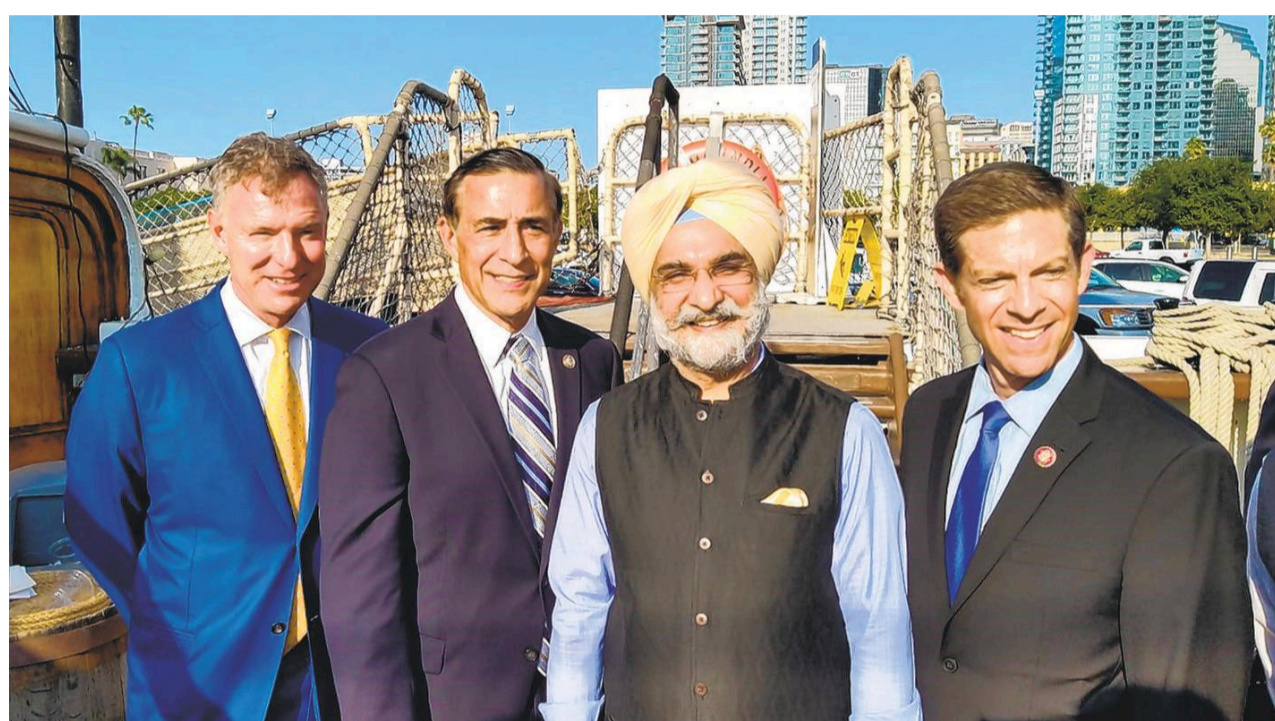
around three toddlers and two cookies.

To Howard-Martin, being female brings tremendous capabilities. She encourages women to recognize and not suppress that part of their identity, because "it takes a lot of energy to be somebody who you aren't." In considering all of her identities, Howard-Martin believes that gender alone influences her every waking moment.

The conversation will give a whole new meaning to an old saying, "Ladies first." I'm planning to watch it and hope you will, too. We still have so much to learn.

The National Conflict Resolution Center will host "Boss Ladies: A Frank Conversation About Women's Rise to Power and the Struggle to Keep It" on Thursday, July 22, at 5 p.m. For information, or to register, visit ncrconline.com.

Dinkin is president of the National Conflict Resolution Center, a San Diego-based group working to create solutions to challenging issues, including intolerance and incivility. To learn about NCR's programming, visit ncrconline.com.



Ambassador Taranjit Singh Sandhu with (from left) Reps. Scott Peters, D-San Diego; Darrell Issa, R-San Marcos; and Mike Levin, D-Oceanside, aboard the Star of India on Thursday. PHOTO COURTESY OF STEPHEN MANI

SCENE

Ambassador visits Star of India

Taranjit Singh Sandhu, ambassador of India to the United States, visited the Star of India on Thursday for an event to meet local political leaders and members of the Indian community. The event was part of the ambassador's tour to the West Coast. If your organization held a philanthropic social event, send a high-resolution picture along with information on the basic who, where, what and why to society@sduniontribune.com

SMOLENS

FROM B1 from my first choice candidate, your personal attack is hardly effective in persuading true conservatives."

Tomi Lahren, another conservative commentator Democrats love to hate, also criticized Greene.

For her part, Jenner, a transgender woman and Olympic champion, fired back, calling Greene "someone who backed down to the woke mob..."

All of this underscored that Jenner remained a factor in the campaign — perhaps until now. Since she filed to run in April, there had been questions about how serious she was, given her evident lack of preparedness for major interviews. Now Jenner is in Australia to film a new season of the "Celebrity Big Brother" television show, according to various news reports.

In any case, the bigger recall news was Elder joining the race, further crowding the field of the high-profile Republican candidates that

include former Rep. Doug Ose, Assemblymember Kevin Kiley, Cox, Faulconer and Jenner.

Recall leaders and Republican officials told Politico last week they believe more candidates will attract more people to vote against Newsom. Not everyone may be happy with competition, however. Faulconer got into the race early and there was an effort, or at least a hope, by people working on his behalf that he would preempt other major Republicans from running.

While replacement candidates jockey for position, the main question remains whether there's an appetite among voters to remove Newsom from office. The recall election asks two questions: Should Newsom be recalled? If so, who should replace him?

The recall needs a majority of votes to succeed. Should that happen, the candidate with the most votes replaces him. Given the crowded field, the winning percentage could be relatively small.

In May, 36 percent of

registered voters said they supported the recall, while Newsom's overall job-approval rating was above 50 percent, according to a UC Berkeley Institute of Governmental Studies poll that was co-sponsored by the Los Angeles Times.

The coronavirus pandemic was winding down, the economy was picking up and the state was flush with cash. Newsom's subsequent spending spree has drawn some criticism, including from his predecessor, Jerry Brown.

But homelessness remains a focus of concern in the state. The poll reported 57 percent of California voters said the governor had done a poor or very poor job dealing with it. Republicans are seizing on the homeless problem, along with the fires, the strained electricity system and shrinking water supplies.

"Attack ads in Newsom recall invoke dystopian California in decline," was a headline in the San Francisco Chronicle last week. Also, this: COVID-19 cases are on the rise again. On

Thursday, Los Angeles County revived an edict that masks be worn in indoor public spaces.

It's impossible to say whether all this will be enough to turn voters in favor of the recall. Not long ago, Newsom's political standing appeared so strong that Democrats moved up the election.

The election is less than two months away. There have been many swings already. This past week has been a wild one. There will be more.

Tweet of the Week

Goes to Brett Kelman (@BrettKelman), health care reporter for The Tennessean.

"SCOOP: Tennessee Department of Health halts all vaccine outreach to kids — not just for COVID-19, but all diseases — amid pressure from GOP. Staff ordered to remove the agency logo from any documents providing vaccine info to the public, per internal dox."

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NAVY

FROM B1 be fully up and running by the end of the year, according to the center's commanding officer.

The two Mariner Skills Training Centers in San Diego and Norfolk, Va. — as well as smaller centers in other fleet concentration areas such as Japan, Hawaii, Everett, Wash., Mayport, Fla., and Rota, Spain — are intended to better train new surface warfare officers and maintain the skills of the sailors on the fleet's cruisers, destroyers and other surface ships when taking ships to sea isn't practical.

Among the myriad issues the Navy blamed for the collisions were fatigue and that bridge crews on the ships failed to plan properly and engaged in unsafe navigational and seamanship practices. The Navy's review found that intense operations of ships out of Japan, where the service's 7th Fleet is based, left little time for crews to train or maintain equipment. Communication among ship leadership was also lacking, the Navy said, and the Fitzgerald's captain was not on the bridge when the ship's collision occurred, despite his vessel transiting a busy sea lane near Japan.

In San Diego, the training center houses five full-size bridge simulators. They are reminiscent of rides one might find at a Universal Studios theme park — large, wraparound screens encompass both the bridge and two wings on the sides, giving crews the illusion of sailing through some of the globe's busiest sea lanes.

It also has 30 smaller simulators to train officers on commanding the bridge during difficult navigational maneuvers via voice-recognition software.

Time on the simulators will be mandatory for crews when they're in port in San Diego, said Cmdr. Leonardo Giovannelli, the commanding officer of the center.

The center is also home to the Navy's newest surface warfare officer schoolhouse, where surface warfare officers new to the Navy will learn the basic navigational "rules of the road."

"Having the schoolhouse here — it's huge," Giovannelli said. Previously the courses taken by those new surface warfare officers were taught in the Navy's Surface Warfare School in Newport, R.I.

Vice Adm. Roy Kitchener, the commander of the Naval Surface Forces, said the center is a "game changer."

"We're incorporating complex scenarios into

state-of-the-art simulators, using operational experience as input from the fleet and embracing the feedback loop to continually improve," Kitchener said in a statement. "And now with the integration of combat systems simulators, entire watch teams have an avenue to practice warfighting tactics before sailing over the horizon."

The classes the new officers take have also changed, and the amount of time they're expected to serve on ships at the start of their careers has been lengthened, Giovannelli said.

This includes a new officer-of-the-deck course that's been split into two phases — one before an officer reports to their first ship and another before they report to their second. The first cohort of 72 newly minted surface warfare officers are in class now and will graduate in August, Giovannelli said.

The course builds on the Navy's junior officer-of-the-deck course, which began in 2019, Giovannelli said.

Kitchener said the new training requirements have new officers better prepared for what awaits on their ships.

"Newly reporting junior (surface warfare officers) now have better training than ever before," he said. "They're getting nearly 90 hours of training and assessments before even setting foot aboard their first ship."

Giovannelli, who previously served as the commanding officer of the guided-missile destroyer Preble, said the differences in the officers that came on board after that course were noticeable.

"I was like, 'wow, these guys are really good,'" he said. Since he's taken over at the schoolhouse, he said he's continued to get positive reviews from ship captains in the fleet.

Another change to come from the 2017 collisions is that new surface warfare officers start their Navy careers with back-to-back ship tours, Giovannelli said — a 30-month tour on one ship, followed immediately by an 18-month tour on the next, with courses at the skills center in between. Previously, surface officers could complete a tour as a member of a command staff but, Giovannelli said, the Navy decided its newest officers needed more operational time at sea.

Second-phase classes begin this fall, and by the end of the year the center expects to be fully manned and operating with a staff of 100.

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COLLEGE

FROM B1 for them because maybe their connection at home isn't top tier. Or students whose online experience worked out [and] they'd rather not spend \$40 or \$50 a week on gas," Sanchez added. "We want to give every student the option to access their classes in whichever way works for them."

For those returning to campuses, they can expect to see continued health and safety protocols, including sanitizing stations and requiring face coverings for those who are unvaccinated. COVID-19 screenings and testing will be offered, and vaccinations will be highly encouraged, but not mandated, officials said.

Some new features this semester will include an outdoor study space where students will be able to access power and Wi-Fi, and "welcome check-in areas" across all campuses where students will be screened, receive help with registration or other resources, including if they need Internet hot spots, Sanchez said.

Staff will also return to campuses to offer in-person services, but also have the option to work remotely.

"We want to have a physical presence to be able to serve those students who have stated that online doesn't work for them. So, this is a rotation where people can work online and in person," Sanchez said.

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TODAY IN HISTORY

Today is Sunday, July 18, the 199th day of 2021. There are 166 days left in the year.

Today's highlight in history

On July 18, 1984, gunman James Huberty opened fire at a McDonald's in San Ysidro, killing 21 people before San Diego police shot him dead.

On this date

In 1536, the English Parliament passed an act declaring the authority of the pope void in England.

In 1863, Union troops spearheaded by the 54th Massachusetts Volunteer Infantry, made up of Black soldiers, charged Confederate-held Fort Wagner on Morris Island, S.C. The Confederates were able to repel the Northerners, who

suffered heavy losses; the 54th's commander, Col. Robert Gould Shaw, was among those who were killed.

In 1872, Britain enacted voting by secret ballot.

In 1918, South African anti-apartheid leader and president Nelson Mandela was born in the village of Mvezo.

In 1940, the Democratic National Convention at Chicago Stadium nominated President Franklin D. Roosevelt (who was monitoring the proceedings at the White House) for an unprecedented third term in office; earlier in the day, Eleanor Roosevelt spoke to the convention, becoming the first presidential spouse to address such a gathering.

In 1944, Hideki Tojo was removed as Japanese premier and war minister because of setbacks suffered by his country in World War II. American forces in France captured the

Normandy town of St. Lo.

In 1964, nearly a week of rioting erupted in New York's Harlem neighborhood following the fatal police shooting of a Black teenager, James Powell, two days earlier.

In 1969, Sen. Edward M. Kennedy, D-Mass., left a party on Chappaquiddick Island near Martha's Vineyard with Mary Jo Kopechne, 28; Kennedy's car later went off a bridge into the water. Kennedy was able to escape, but Kopechne drowned.

In 1976, 14-year-old Romanian gymnast Nadia Comaneci, competing at the Montreal Olympics, received the first-ever perfect score of 10 with her routine on uneven parallel bars. (Comaneci would go on to receive six more 10s in Montreal.)

In 1984, Walter F. Mondale won the Democratic presidential nomination in San Francisco.

In 2013, Detroit, which was once the very symbol of American industrial might, became the biggest U.S. city to file for bankruptcy, its finances ravaged and its neighborhoods hollowed out by a long, slow decline in population and auto manufacturing.

Today's birthdays

Skating champion and commentator Dick Button is 92. Olympic gold medal figure skater Tenley Albright is 86. Movie director Paul Verhoeven is 83. Actor James Brolin is 81. Baseball Hall of Famer Joe Torre is 81. Singer Martha Reeves is 80. Business mogul Richard Branson is 71. Singer Ricky Skaggs is 67. Actor Audrey Landers is 65. Actor Elizabeth McGovern is 60. Talk show host-actor Wendy Williams is 57. Actor Vin Diesel is 54. Actor Kristen Bell is 41. Actor Priyanka Chopra is 39.

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