



HER LIFE ALLY

Supporting Women Leaders through Workplace First Aid: Pilot Findings

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IN RESEARCH PARTNERSHIP PRINCETON UNIVERSITY'S ADVERSITY AND
RELATIONSHIPS IN CONTEXT LAB

Workplace First Aid for Women Leaders: A First Responder Model

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About The Study

No surprise: Many women face workplace challenges, especially as they rise in leadership. But what is the lived experience of women when they find themselves in these challenging situations? How do these experiences impact their wellbeing, health and aspirations? How are they getting or not getting the support they need?

We designed a workplace first aid service for professional women navigating a range of challenging workplace moments—acute, chronic, and even for those struggling to recover from past situations.

- 9 volunteers (professional women in technology spanning companies such as Google, Disney, Khan Academy, Meta and ServiceNow) served as one-on-one guides to women in an 8-week journey.
- 135 women registered, and we served 20 women between October and December 2023.



Executive Summary

Here are the highlights:

- 1** When navigating workplace challenges, women in the pilot had three core experiences: **feeling isolated, feeling stuck and overwhelmed, and feeling a loss of dignity and identity**. This may seem surprising as these women had strong track records of competence, sizable networks, and were in mid- to senior-level positions (e.g. Senior Manager to Senior Director).
- 2** Women in the pilot felt that they lacked preparation, practical knowledge and effective support before the program.
 - a. **Lack of preparation & practical knowledge:** Women in the pilot expressed that they did not expect these challenges to happen to them, given their strong work ethic and performance. They felt lacking in practical knowledge, such as how and when to engage human resources and employment lawyers, or what these professionals could help them with.
 - b. **Lack of support:** Women in the pilot were hesitant to speak in-depth with human resources or existing professional connections as this might hurt their future prospects. They felt that family and friends were unable to understand their situation.
- 3** The workplace first aid pilot was effective in meeting womens' relational, practical and identity needs, resulting in a **Net Promoter Score of 100**. Our program had **statistically significant effects** on women leaders' motivation (+43%), focus and productivity (+50%), confidence (+60%), reduction in burn-out (-34%), and perception that they had adequate support to navigate their current challenge (+101%).

Call to Action: Women Leaders

Seek support early if you are facing a workplace situation where you experience feelings of overwhelm, isolation and loss of dignity. There is a path forward. Receiving empathy, triaging and brainstorming support from another professional woman will help you gain forward momentum.

Get a map - just as an adventurer sets out on a journey with a map from those who have navigated the terrain, women should gain language and awareness on the types of situations which other women leaders have faced, the range of options they considered and tools they used. We are making these frameworks, tools and case studies more widely available to women (details on page 27).

Call to Action: Scaling Access to Workplace First Aid

In this paper, we expand on the traits of a successful first responder program including shared identity, practical experience, neutrality and confidentiality.

In our next phase, we will be offering training to groups who want to learn workplace first aid for women, including employee resource groups, mentorship programs, employers and educational institutions (details on page 27).

We look forward to working with like-minded organizations to build a diverse network of first responders who provide workplace first aid to women leaders. Scale would enable women leaders to receive workplace first aid from women with similar professional experience but are outside their immediate professional circles. This provides the neutrality and confidentiality which women need in their most vulnerable moments.

We believe that employers should be invested in workplace first aid for women leaders. Our pilot demonstrates strong evidence that it increases women leader's workplace wellbeing.

In addition, we observe that providing workplace first aid to women helps prevent unnecessary escalations which ultimately come at greater cost to both employee and employer. We believe that workplace first aid equips women with emotional and practical support before they feel they have run out of options, widening opportunities for a positive resolution in a vast majority of cases.

Motivation for the Her Life Ally Pilot

Many women in their mid- to senior-career stage are already in a delicate balancing act of professional careers, caregiving and other responsibilities. When unexpected challenges such as a challenging workplace situation, a spouse or child's illness, divorce or fertility challenges are added on, circumstances add up to overwhelm their support system.

As women leaders in the San Francisco Bay Area, we noticed more of our peers encountering these moments in life. From the layman's perspective, it looked a lot like "being hijacked"—capable, resilient executive women whose track record was to press ahead on any issue and solve any problem now felt stuck, stagnated, and unable to move forward in their circumstances. In addition, they tended to internalize and personalize these challenges, and it was common for them to become increasingly isolated.



In early 2023, we set out to understand the experience of professional women in these “emergency moments”. We conducted almost a hundred interviews with our professional peers who were encountering or had encountered these “emergency moments” across the board—work, family, marriage, health. We landed on a hypothesis:

- When professional women face these “emergency moments”, they need first responders to help them triage the situation and prioritize additional support needed.
- The best first responders are people who can immediately provide a level of safety and understanding based on shared identity and experiences. This would likely be other professional women who have navigated similar situations.

We picked one form of an “emergency moment” to experiment around: women leaders who felt overwhelmed by a challenging workplace situation—this ranged from those feeling potentially discriminated against, feeling threat of job loss, to those who felt stagnated with no good options.

Our Experiment in Context: the “Leaky Pipeline” of Women in Leadership

The experiment: Between September to December 2023, we designed and tested workplace first aid to women leaders in these “emergency moments”.

This paper captures what we learned about women leaders’ experiences in these workplace “emergency moments”, what they need and why it is difficult to get it, as well as the results of our intervention which were analyzed in conjunction with Princeton University’s Adversity and Relationships in Context Lab.

These findings are significant in providing perspective and solutions on a societal trend that is well known: the leaky pipeline of women in leadership.

Our findings shed light on this phenomenon from the perspective of women who are journeying through different stages of workplace adversity. We unpack what they are experiencing and how it impacts their sense of dignity, relationships and prospects. We also share how a first-responder model delivered by women with shared professional experiences is one solution to address the leaky pipeline effectively.

At the Director level, women are leaving at a higher rate than in past years—and at a notably higher rate than men at the same level. As a result of these two dynamics, there are fewer women in line for top positions.
— *Women in the Workplace 2023 Report, McKinsey and LeadIn.org*

Women leaders are switching jobs at the highest rate we’ve ever seen—and at a higher rate than men in leadership.”
Key reasons include women facing “stronger headwinds than men”, being “overworked and under-recognized” and wanting “a better work culture”.
— *Women in the Workplace 2022 Report, McKinsey and LeadIn.org*

1: McKinsey & Company. (2023). Women in the Workplace 2023. Retrieved from <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace-23>; McKinsey & Company. (2022). Women in the Workplace 2022. Retrieved from <https://www.mckinsey.com/~media/mckinsey/featured%20insights/diversity%20and%20inclusion/women%20in%20the%20workplace%202022/women-in-the-workplace-2022.pdf>.

Program Design: A First-Responder Model

Our first responder, peer support model for women leaders in workplace “emergency moments” was inspired by research in trauma-informed peer support in the field of mental health. In this context, peer supporters do not provide a “professional service” like legal, therapy or coaching, but instead use their lived experience to guide the one who is going through a challenge.

Our approach was to pair women one-to-one for a structured 8-week journey together, designed to help the journeyer navigate their “emergency moment”. Each woman (“journeyer”) who was going through a specific workplace challenge was matched with a woman (“ally”) who had significant professional experience and had navigated similar workplace challenges.

“Allies”

Women with significant professional experience and who had navigated workplace challenges



HER LIFE ALLY

“Journeyers”

Women going through a specific workplace challenge

Journeyers paid \$100 to participate and allies participated on a voluntary basis. The program provided each journeyer with 180 minutes of time with their allies, to be completed within 8 weeks. A majority of the journeyers used their 180 minutes in four 45-minute sessions spaced two weeks apart. However, several journeyers with urgent issues used their sessions within the first two weeks.

Journey Map

1

Help journeyers experience empathy through active listening in the first session

2

Help journeyers define their outcomes, design their options and identify priority next steps

3

Help journeyers supplement their support network with practical, emotional and expert support

4

Check in with journeyer on action items and next steps

Allies were given structured conversational prompts and worksheets for their journeyers for each session.

In addition, allies were given access to a database of fact-sheets (e.g. how to document effectively, how to find a good therapist) and recommended resources from the community (e.g. financial planners, lawyers) which they could share with their journeyers.

We surveyed the journeyers in onboarding and offboarding from the 8-week program.

The program received a Net Promoter Score (NPS) of 100.

We will share the quantitative and qualitative outcomes for the women in later sections.



5. To calculate NPS, women were asked how likely they are to recommend this service on a scale of 0-10. Scores are classified into Detractors (0-6), Passives (7-8), and Promoters (9-10). The Net Promoter Score is calculated as: Percentage of Promoters minus the Percentage of Detractors.

Our Allies



Who were the allies?

34 to 51 years old

Largely Director-level and above experience in companies including Meta, McKinsey, ServiceNow, Google, and Disney

Our pilot program had 9 allies in total, recruited from our personal networks. They participated in the program completely voluntarily, giving about three hours of time per week for 8 weeks.

Allies received basic training as well as templates and resources for each conversation. Though front-end support was one-on-one, allies met with each other in a group once in two weeks to brainstorm how to support the pool of journeyers, keeping journeyers' identities anonymous. This was facilitated by Karen Tay who served as the lead ally.

Some of the allies who served in the pilot:



Minli Virdone
Twilio, McKinsey, Khan Academy, LinkedIn



Vaishnavi J
Disney, Google, Meta, Twitter



Kristen Knepper Bahbahani
ServiceNow, Thomson Reuters, former Legislative Counsel

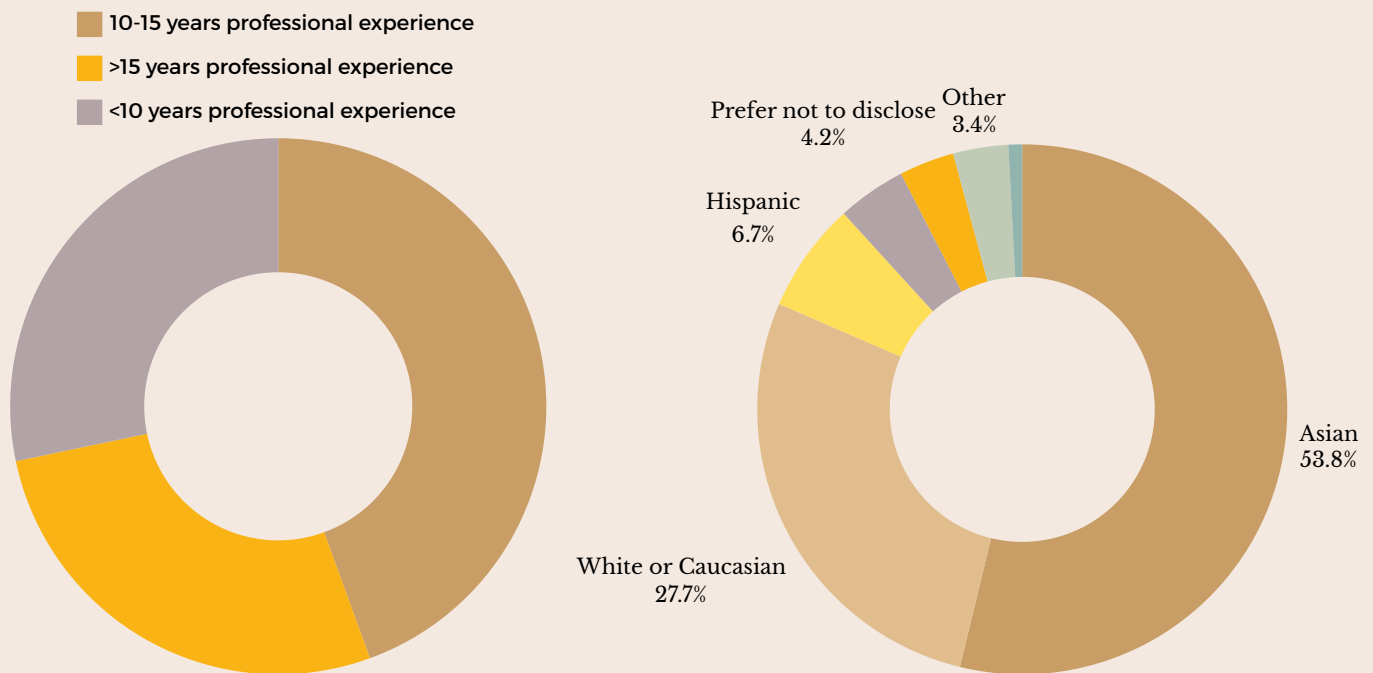
Our Journeymen

135 women signed up by word of mouth as Journeymen

We launched a website (www.herlifeally.com) in August 2023 and received 135 sign-ups within three weeks purely by word of mouth. Women who signed up were either currently in or on track to be in leadership positions (Senior Managers to Senior Directors), with 71% being over 36 years in age. A handful were on the cusp of taking on their first management position. 47% of women were mothers, 53% were not.

>85% were based in the United States, with about half from the San Francisco Bay Area and the rest from metropolitan areas (New York, Chicago, Ohio, Texas, Boston). A large majority of women worked in the technology and media industries, with several from the healthcare, media and logistics industries.

Registrant Race & Professional Level



We served 20 women in the pilot

As we served 20 women journeymen as a cohort, we noticed three archetypes of circumstances. To protect confidentiality, all stories have been pseudonymized. In some examples, we use composites of several true stories.

6. Marketing was limited to LinkedIn posts and emails to our personal networks.

7. We invited women who registered before 1 October to participate in the pilot. Some were not suitable for the pilot for a variety of reasons, including (i) their requirements of an ally (e.g. looking for specific race/experience that our ally pool did not offer), (ii) country-based legislation that we did not support (e.g. women in Canada with specific legal situations, and (iii) wrong timing: we enrolled a cohort on 1 October and some women wanted to begin later.

Pilot Findings

Types of Adversities Women Faced

Archetype #1: Women in targeted circumstances requiring immediate response

These women faced targeted circumstances. There was typically a trigger event requiring an immediate response. In many cases, these women felt that their jobs were hanging in the balance.

Fired without cause.

Emily, 38, was suddenly terminated. She had been a top performer in the company, and was terminated over an objectively small audit error. She was shocked, confused and angry.

Puzzling change in manager behavior.

Sarah, 44, was initially well received on the team, where she brought strong technology marketing skills to a non-profit educational institution. Over time, she noticed puzzling shifts in her interactions with her manager (quote below). Her manager arranged a meeting with HR to tell her that she was underperforming and pressured her to leave.

Fears retaliation.

Nora, 48, a Director in a real estate firm, had risen rapidly in the ranks. She now found herself in an all-male team. The Senior VP, her direct manager, was promoted despite employee engagement scores indicating that women and minorities in his team felt sidelined. Her coworkers noticed how she was consistently left out of social events and key opportunities. HR invited Nora to a focus group on “the cultural issues” in the team, but being one of the only women, she was suspicious that there might be retaliation if she spoke transparently.

” *I had a fear of coming to work, speaking up and turning in an assignment. I was working round the clock chasing approvals, only to receive criticism; when I took vacation, she would call me to tell me I did something wrong. I couldn't sleep through the night for months.* ”

Archetype #2: Women in slow-burn situations

These women were in “slow-burn” situations. They sensed an increasing mismatch between them and their employer. This often manifested in stagnation of pay and promotion prospects, being layered or having scope removed. These dynamics were not clear violations of policies, but felt like a pattern of being undervalued or sidelined.

” *I’m on a daily road to depletion, using all my energy to make inroads at a male-dominated table - like a square peg trying to fit in a round hole. Is there anywhere I can merge my lived experience as a mother and woman with these skills and interests I have as a leader in tech? „*



Mismatch in values.

Adele, 37, was a senior operations leader at a start-up. She was promised an executive role and compensation, but it did not happen for two years. She felt that the CEO consistently undermined her team’s work with his communications and unilateral style of management, but continued to increase her scope. She felt undervalued and stuck.

Stagnating compared to male peers.

Ruth, 33, was hired as a software engineer in a public company. She felt she was passed over for promotion twice in a row and had her responsibilities scoped down as a result of two restructuring exercises. She noticed that her male peers had progressed faster than her and were now senior to her. She wondered if her gender was a barrier to progress at this firm.

Territory grabs.

Grace, 55, was a Director in a big technology company. She sensed bias and ageism in her organization, and spoke to her ally about territory grabs and microaggressions. At first, she worked with her leadership team to identify and counteract the dynamics, but when a key leader (one of her advocates) left, her support at the company eroded. This took place over years, and resulted in burnout.

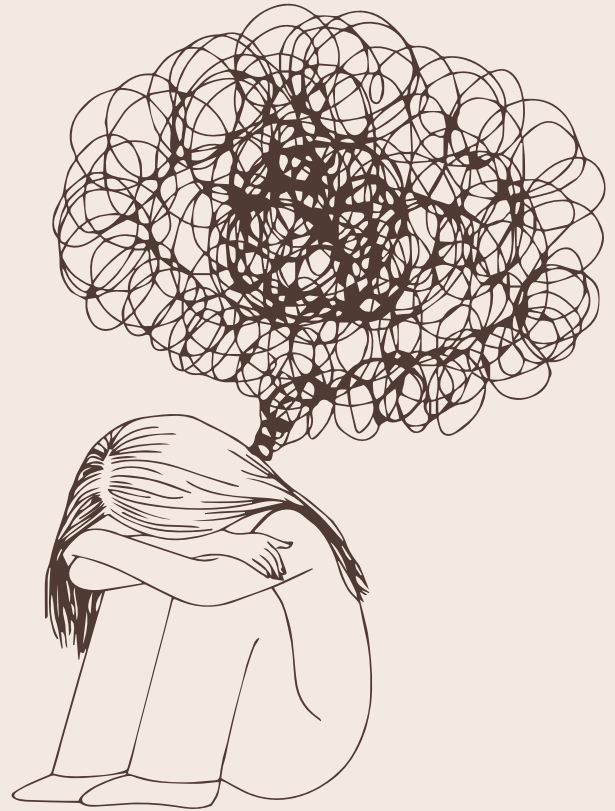
Archetype #3: Recovering from past experience

Women who had experienced a previous adversity and were struggling to get back on their feet.

Recovering identity and confidence after dismissal.

Katherine, 45, was dismissed from a prominent Executive Director position in a manner which felt shocking and unfair. While her team members recognized the unfairness of the situation, she struggled with feelings of identity loss, given how much of her life had been committed to this role.

Similarly, Pauline, 42, experienced a sudden termination for a reason that was not satisfying to her, after spending decades at a top-tier fashion company. While she decided not to pursue legal recourse, she reflected on the long-term impact of her experience in the quote on the right.



” How do I show up to future jobs when my sense of self feels shattered?” ”

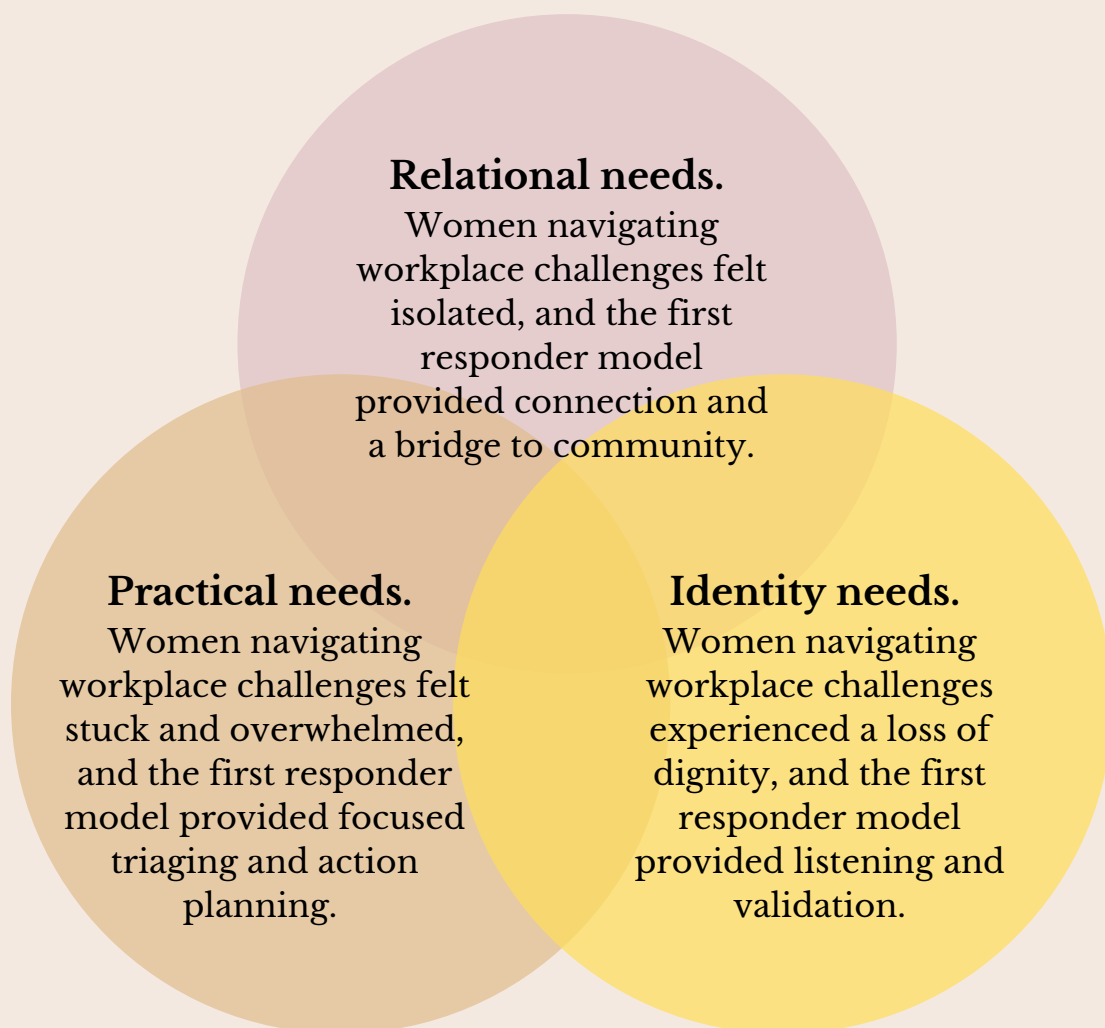
These archetypes highlight the range of situations that women classify as workplace adversity. Archetypes are not used to diagnose but to triage how urgent and directed the response needs to be, and what would be the priority steps a woman should take.

Pilot Findings

Program Benefits to Journeymen

Why did our first-responder service to women in workplace emergency moments achieve a Net Promoter Score of 100?

Although journeymen brought a diverse array of needs and priorities to the table, the pilot revealed that the first-responder model was uniquely poised to meet common needs across three categories:



We share the elements that enabled success so that other women-supporting programs might consider integrating them.

Relational Needs: Responding to Isolation with Connection and Community

The women we served were well connected (e.g. on LinkedIn) and had strong professional track records. However, when it came to navigating their challenging situation, they felt intensely isolated. This isolation was experienced through both professional and personal relationships.

Isolation in professional relationships: Journeyers were hesitant to share with professional peers who could help because this might affect future professional reputation. Furthermore, it was common for them to feel increasingly lonely at work if a manager's behavior made them feel sidelined or marginalized from their team.

Isolation in personal relationships: Journeyers also felt that personal friends and family did not have the expertise or knowledge needed to help them.

”
I moved to California from the south and I'm the first woman in my family to have a professional career so I didn't know who to turn to.
”

—JOURNEYER, HER LIFE ALLY PILOT



First Responder Service: Connection

Journeyers shared that connecting with allies, other women with similar experiences, built a bridge out of isolation to connection. Women in the pilot program shared that having someone outside their immediate professional sphere enabled them to be completely honest.

HEARING FROM OUR JOURNEYERS

” *Since we do not work together, it really helped to be able to feel completely confident speaking honestly to my Ally.* ”

” *I was so glad to have a third party outside counsel to be able to be extremely honest and open with.* ”

” *My ally was an amazing powerhouse of empathy, support and sound advice. She helped me see how common this is in my industry, and how this is a known norm, not an outlier at all.* ”

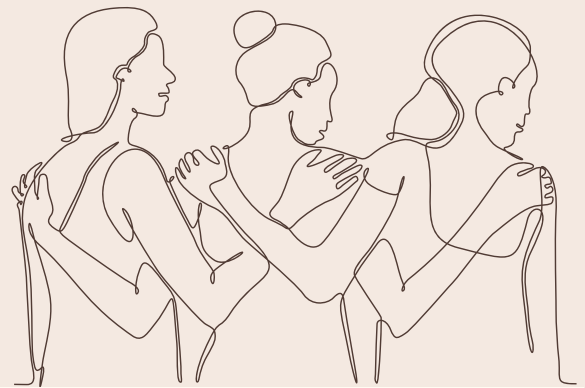


First Responder Service: Community

Additionally, women reported that their allies helped them reconnect to networks both inside and outside the program. This contributed to a sense of support and connection that tackled feelings of isolation.

HEARING FROM OUR JOURNEYERS

” We worked on my narrative for what happened so I could feel confident asking my network for support finding my next role. ”



” Just meeting other women who were going through this experience (through the Workplace Adversity Webinar) helped me feel like I was not alone. ”



” My ally helped me realize I wanted to rebuild my spiritual community and networks, and she sent me some resources to do so. ”

Program Design Elements

1 **Wide enough pool of allies.** Offering 9 allies from diverse backgrounds meant that journeyers could find someone outside their immediate professional network, but who had sufficient common experience.

2 **Actively reconnecting journeyers to support.** Allies were trained to help women journeyers supplement their support network. We provided worksheets to help women systematically do this.

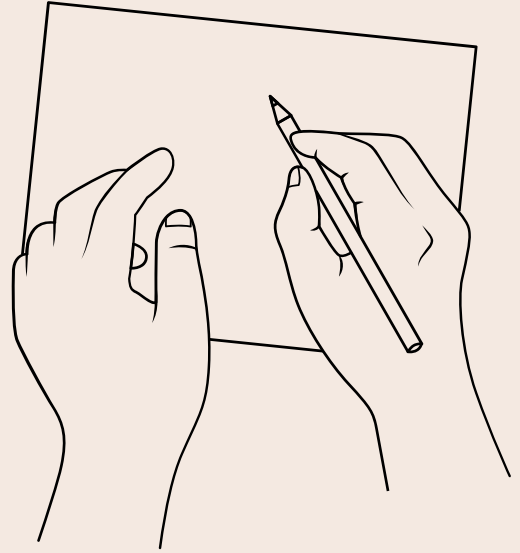
3 **Offering a community experience.** While the pilot's focus was one-on-one interactions between ally and journeyer, we hosted a "Navigating Workplace Adversity Webinar" which also received a Net Promoter Score of 100. Women appreciated learning about other women's experiences. In the offboarding survey, women ranked "meeting with other women journeyers" as their top desire.



Practical Needs: Responding to “Stuckness” with Triaging and Action Planning

While accomplished and capable, women in the program reported feeling stuck and overwhelmed by the challenge they were navigating. A factor contributing to feelings of “stuckness” was a **lack of practical navigation and resources.**

Women expressed that they did not understand practical issues such as what lawyers are able to help with, what makes a good employment lawyer, how Human Resources operates and how to engage them.



First Responder Service: Triaging & Action Planning

HEARING FROM OUR JOURNEYERS

” *Real insider industry
straight talk!* ”

” *My ally was a great sounding
board for if and how to respond.* ”

” *My ally helped me feel like I had
decisions, like I had a way out of
my issue at work.* ”

First Responder Service: Triaging & Action Planning

HEARING FROM OUR JOURNEYERS

” *Having a structured program and check-list helped me focus on action. ”*

” *[After the program] I felt clear about a distilled number of paths I could take. ”*

” *It helped that my ally encouraged me to have a call with an employment lawyer, and referred me to a few. It was helpful to know my legal options even though I still don't want to pursue that path. ”*

Program Design Elements

1 **Ally's practical, lived experience.** Allies with management experience were best able to support pattern recognition, triaging and practical action planning.

2 **Pathways and resources from the community.** The group of allies met every two weeks to brainstorm how to support journeyers better. The process enabled a wider group of allies to help journeyers with pattern recognition and generation of options and ideas. Allies also pooled resources, such as recommended employment lawyers, and created one-pagers to help journeyers navigate specific emotions and circumstances. We maintained anonymity for journeyers in the process.

Identity Needs: Responding to Loss of Dignity with Listening and Validation

Journeyers faced additional challenges to their dignity—their feelings of value, respect and pride. **They had invested significant effort to rise to leadership positions in male-dominated industries.** Facing these adversities made them wonder if their effort was wasted, or if the current adversity was an invalidation of all their efforts to that point.

They often internalized and blamed themselves for their circumstances—“**is something wrong with me?**”. These feelings were exacerbated by their isolation, and many journeyers felt a lack of hope as they did not have access to stories of women who have overcome similar challenges.

First Responder Service: Listening

HEARING FROM OUR JOURNEYERS

”Being heard by my ally was immensely helpful for my own sanity. ”

”I needed to know someone else who has gone through a similar situation as me at my level. Plus she took time to really understand my unique situation. ”

First Responder Service: Validation

”I didn't know back then that what I was experiencing was a thing that others have experienced. ”

”Just knowing that other accomplished women like you have experienced this is extremely empowering for me. It makes me feel like I can get through this. ”

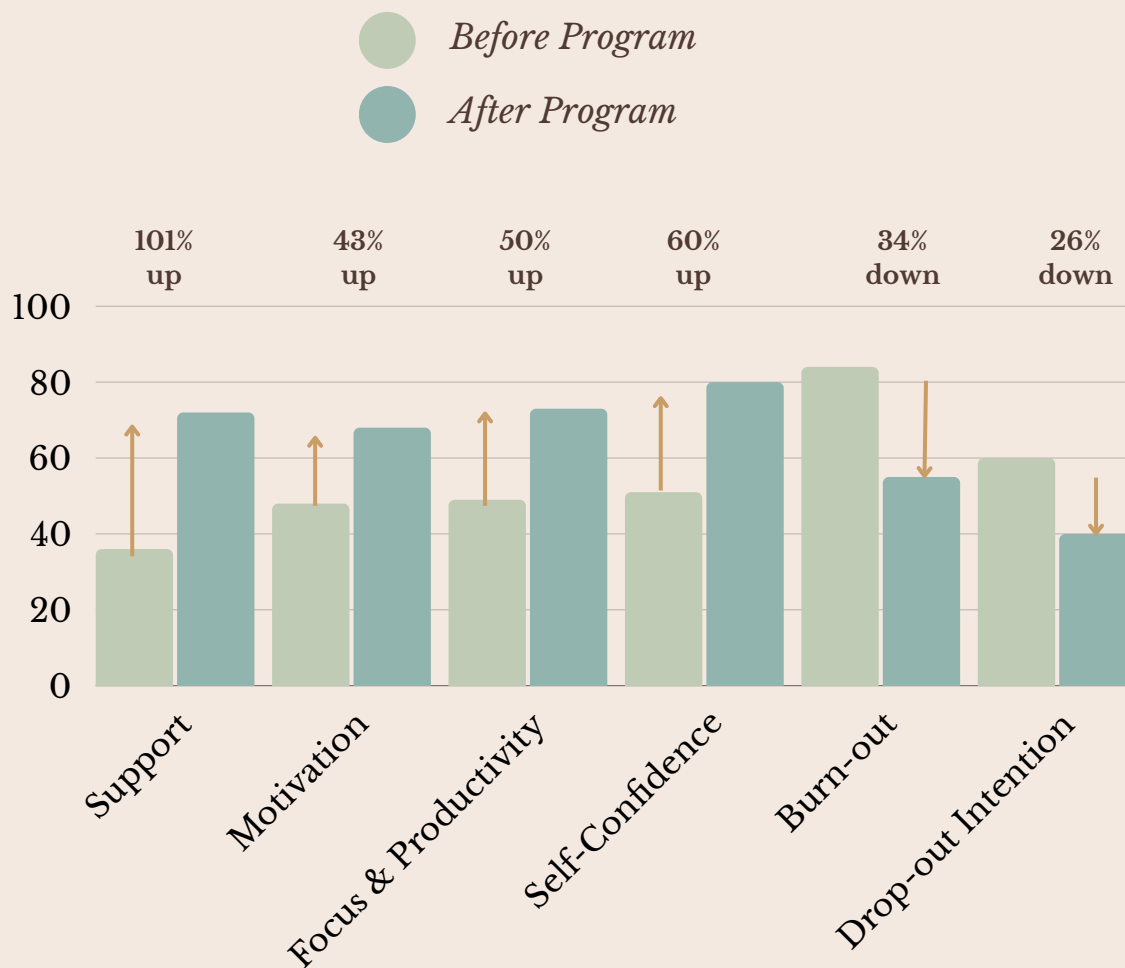
Pilot Findings

Quantitative Outcomes

Our final finding section focuses on quantitative outcomes on women's wellbeing. We assessed two aspects of women's wellbeing: workplace wellbeing and overall feelings of support. Journeyers completed measures both before the program (during on-boarding) and after the program (during off-boarding). All responses were on a 10-point scale.

Statistically significant increases in measures of wellbeing and support

Outcomes Before and After Program



Feelings of support (“How supported do you feel to face your current challenges successfully”) more than doubled after the program, significantly increasing by 101%.

Journeymen showed a 43% increase in motivation (“What is your level of motivation in your current role?”), a 50% increase in focus and productivity (“I am able to be focused and productive at work.”), and a 60% increase in self-confidence (“What is your level of self-confidence?”). Furthermore, journeymen reported a 34% decrease in workplace burnout (“How burned out do you feel right now?”).

The only workplace outcome that did not show a significant change was in regards to the question: (“How often do you think of dropping out of full time employment?”). While there was a general decrease (26%) in how often journeymen thought about leaving full-time employment, there was more variation in this response than in other responses. That is, while most journeymen (50%) reported thinking about dropping out less often, some (21%) stayed at the same level and some (29%) were more likely to think about leaving full-time employment after the program. One potential reason is that the program served to help journeymen clarify what they were looking for professionally, which drove them in different directions with regard to their views on full-time employment.

Allies Observations

Allies reported that many journeymen initially presented with symptoms of anxiety, depression, burn-out (unable to sleep well for 6 months, eating erratically, low energy and motivation).



Anecdotally, about 60% reported to their allies that they experienced improvements at the end of the program - they were sleeping and eating better, felt more in control of their lives and were experiencing higher energy levels. While not yet quantitatively measured, this could have implications on how corporations handle mental health cost-effectively - for example, allies could be the first line of defense, offering a focused, practical intervention when women first report symptoms of burn-out.

Allies could also be a good complement to mental health providers in offering practical solutioning when their clients face challenging workplace situations.

Where were women three to six months after the program?

It has been heartening to receive early signs that women continue to be in a better place in terms of their connectedness, sense of dignity and practical considerations (e.g. improvements in jobs and compensation). While we have not yet undertaken a longitudinal study, read some of the spontaneous messages we have received from journeyers three to six months after the program:

HEARING FROM OUR JOURNEYERS

” *My new VP job continues to amaze me at finally having a role that brings me joy, satisfaction, autonomy and flow. You helped me break through the ick and find this beautiful new stride.* ”

” *I was grinding at work in unhealthy situations and burning out. I just (one hour ago) got a job offer that is going to really change life for me and my family – and Karen, your support and guidance were absolutely critical in getting out of the shame and isolation of the past situation.* ”

” *The program helped me gain confidence in myself – that I don’t have to avoid difficult things, I can move through them with the right support.* ”

” *Since your program I’ve been much more intentional about building connections that give me energy and sustain me through the challenges I’m still navigating at my current workplace. Before that, I was just grinding away trying to work harder while feeling more and more isolated.* ”

” *I got an offer today!! Hurray!! The team is solid- all heart. And the salary is better too. YAY! Tell my ally!* ”

Future Directions

Women find themselves in “emergency moments” when circumstances they face overwhelm their support system. This pilot project focused on supporting women in workplace adversities, one such form of “emergency moments”.

We found that first responders offering workplace first aid provide a necessary buttress of support in these moments. In just 8 weeks, our workplace first aid program boosted women's productivity, focus and wellbeing in statistically significant ways by meeting their relational, identity and practical needs.

Women with shared experience and identity—other professional women with management experience—are best positioned to provide the emotional and practical support needed in a first responder. On the whole, we believe this is one piece of the puzzle piece to address the leaky pipeline of women in leadership which LeanIn and McKinsey identified.

Life is not just about work. There are other circumstances that create “emergency moments”, be it relational challenges, care-related challenges, or a confluence of the above. We believe that a first responder system which provides emotional and practical support in these moments is an important part of a holistic support system for women. Details such as who is best placed to be a first responder to different situations, as well as how the program is structured, should be studied further for different types of emergency moments.

While we had initially intended for one organization to apply the first responder model across all types of adverse and traumatic experiences women might face, we learned that at this juncture of development, women would be better served through specialization in domains.

Moving forward, we will be implementing the first responder model for women in two different domains. Each of these entities looks forward to working with partners and women to build a robust support system around women worldwide.



HER ALLY

Under HerAlly.org, Cyrena Chih will be extending the first-responder model to women in relational abuse situations.



INHERENT

Under InherentJourney.org, Karen Tay will be continuing to support professional women with workplace first aid and providing tools for challenging moments.

Future Directions: Equipping Women

One of our key directions is equipping more first responders and giving women leaders language and awareness to navigate situations confidently. We are providing a summary of our upcoming training modules here.

More details at www.inherentjourney.org.

1 A Map for Tough Times (for all rising women leaders)

- Archetypes of sticky situations that professional women encounter as they rise to mid to senior-levels.
- Common questions women ask themselves in these situations & what are the more helpful questions.
- Quick tools to triage situations and a menu of possible action steps.
- Case studies of how other women and the different options they have taken amidst sticky situations.
- When to get more help and who to get help from.

2 First Responder Training (for women seeking to provide workplace first aid)

- Understand how workplace challenges impact women leaders - their emotions, relationships, and sense of self.
- Understand the types of support women need when they navigate challenging moments - practical, emotional and expert.
- Learn and practice safe listening skills for women in challenging moments. What is a safe listener? How do you find one and be one?
- Learn triaging skills. Challenging workplace situations vary in intensity and urgency. Learn case studies of women who have navigated different archetypes of challenges. Learn the internal and external signals that allow you to accurately triage a situation for yourself, and for others.
- Gain resources and tools that you can use to support women better or refer them to others you have hit the limit of what you know how to do.
- Opportunities to practice on real scenarios.



Under InherentJourney.org, Karen Tay will be continuing to support professional women with workplace first aid and providing tools for challenging moments.

Attributions and Acknowledgements

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Questions and correspondence about applying these concepts to supporting women in relational abuse (including domestic violence, intimate partner violence, coercive control, etc.) should be directed to Cyrena Chih.

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Questions about the Adversity and Relationships in Context Lab at Princeton University should be directed to Dr Rebecca Carey.

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Cyrena Chih (left) and Karen Tay (right). The “Her Life Ally project” ran from 1 September 2023 to 30 December 2023. We are bringing these concepts forward to support women in different types of situations, with InherentJourney.org (led by Karen) focused on professional/workplace challenges and HerAlly.org (led by Cyrena) focused on relational abuse challenges.





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