



Revolutionizing the Face
of Technology



Ten Actionable Steps To Increasing Diverse Participation

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Overview



- ✓ Why Increasing Diverse Participation Matters
- ✓ What Gets in the Way of Increasing Diverse Participation? Brief Look at Unconscious Biases
- ✓ Ten Actionable Steps to Increasing Diverse Participation

Why Diversity Matters: The Business Case

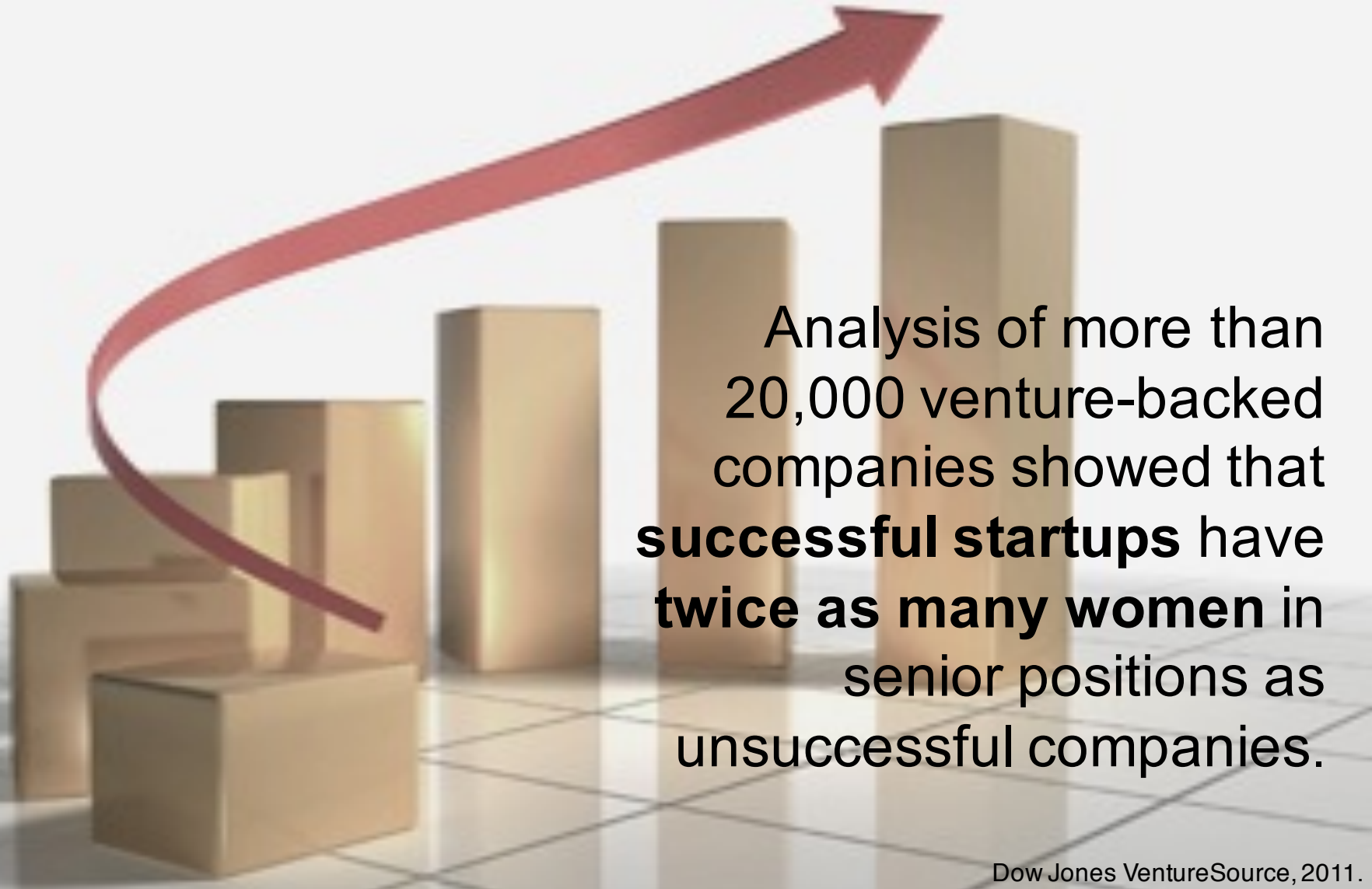
- ✓ Better innovation, problem-solving, team productivity
- ✓ Increased sales revenue, bigger market share
- ✓ Higher-than-average profitability
- ✓ Greater return on equity and to shareholders



www.ncwit.org/businesscase

Sources: *Workplace Diversity Pays*, American Sociological Review (2009), *Capitalizing on Thought Diversity*, Research-Technology Management (2009), *The Difference*, Scott Page (2007), *Innovative Potential*, London Business School (2008)

Women Correlate with Success



Women Help Companies Grow

Tech companies led by women delivered higher revenues using less capital and were more likely to survive the transition from startup to established company

Find out more: www.ncwit.org/businesscase

The Moral Case: “It’s The Right Thing to Do”

Moral case motivates.

Business case convinces



Find out more: www.ncwit.org/maleadvocateindustry

Diversity In Tech: The Facts



WOMEN COMPRISE
57% of U.S. Professional
Occupations



WOMEN HOLD
25% of U.S. Technology
Jobs



WOMEN MAKE UP
19% of U.S. Software
Developers



Only **5%** of **TECHNOLOGY**
LEADERSHIP Jobs Are
Held by Women



Diversity in Tech: The Facts



Black & Hispanic Professionals
Comprise 16% of U.S.
Professional Occupations, but
30% of U.S. Population



Black & Hispanic Men
Hold 9% of U.S.
Computing Jobs



Black & Hispanic Women
Hold 4% of U.S. Computing
Jobs



We're Losing The Diversity Already There

74% love their work

56% leave mid-career

80% stay in workforce



Poll 1

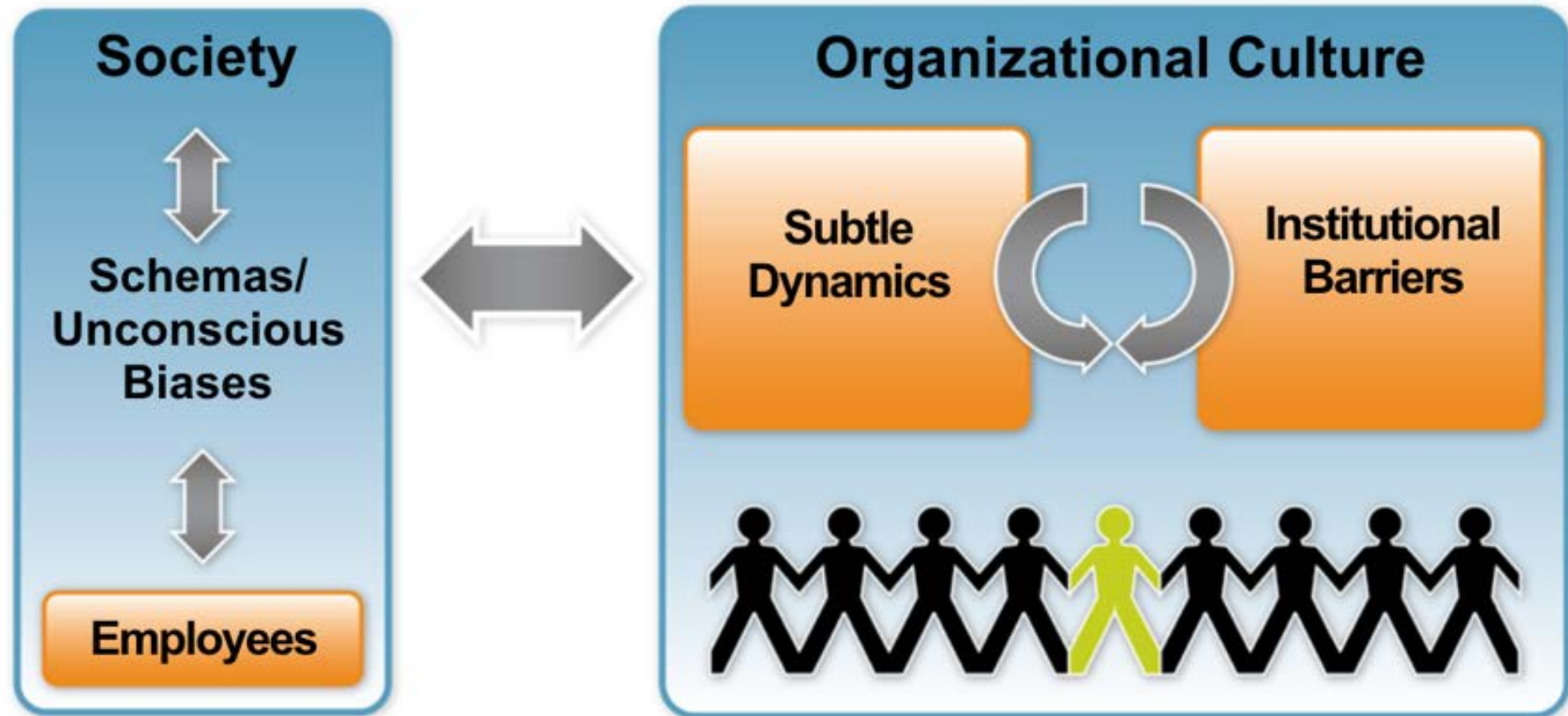
I have....

(Check all that apply)

- A. Heard of unconscious bias but don't know much about it
- B. Am pretty familiar with unconscious bias and how it works
- C. Personally experienced bias
- D. Witnessed or heard about others' experiences of bias
- E. Intervened when I've seen biased treatment

What's Getting in the Way?

Unconscious Bias in the Workplace





Subtle Dynamics: Micro-inequities & Personality Penalties

- ✓ “Oops, I forgot to cc her/him on the email about the architecture review.”
- ✓ “Are you from design? Recruiting?”
- ✓ “Pushy, bossy, aggressive”
- ✓ “Sometimes you could tone it down a little”



Phrases to Avoid When Talking to or Addressing a Female Audience (Responses)

Timestamp	What is one phrase...
9/25/2014 13:21:11	Are you here with your boyfriend?
9/25/2014 13:21:17	Are you a designer?
9/25/2014 13:52:21	As a developer, hearing "you can design the UI"
9/25/2014 14:00:56	You do realize you are the only girl, right?
9/25/2014 14:02:38	Leave it to the woman to try to clean the hackerspace. (was told this at a hackathon once)
9/25/2014 14:03:08	You do the writing/designing, you'd be better than us guys.
9/25/2014 14:04:25	Do you know what _____ (common thing) is?
9/25/2014 14:04:49	This is how you should feel _____
9/25/2014 14:05:20	I didn't think it was offensive or you shouldn't be offended by:
9/25/2014 14:08:09	Because it hasn't happened in my experience means it shouldn't be a big deal to you
9/25/2014 14:13:50	Is it simple enough so that your mother could use it?
9/25/2014 14:14:43	"Excuse me, I'd like to talk to the engineer"
9/25/2014 14:16:12	"Does that make sense?" after something that was not confusing in any way
9/25/2014 14:16:19	Evaluating technical skill based off of the way a person dresses
9/25/2014 14:16:20	"You may know"
9/25/2014 14:16:28	"Obviously"
9/25/2014 14:16:54	That's cute.
9/25/2014 14:17:37	Are you design/UIUX/front-end/any sort of "visual art" person?
9/25/2014 14:18:59	"You're just a freaking girl"
9/25/2014 14:19:33	*talking through me as though I don't exist*
9/25/2014 14:19:49	"are you on design?" "are you a PM"

Find Out More

Biases in Subtle, Daily Interaction

- ✓ Team Meeting Dynamics
- ✓ Tokenism
- ✓ The Glass Cliff

Biases in Institutional Practices

- ✓ Recruiting
- ✓ Retention/Advancement

www.ncwit.org/thefacts



10 Actionable Steps



NCWIT Industry Systemic Change Model



www.ncwit.org/thefacts

Poll 2: Your Initial Thoughts

I am most concerned about the following
(pick up to 2):

- A. Everyday Biases
- B. Employee Development
- C. Performance Evaluation/Promotion Procedures
- D. Support for Competing Responsibilities (Flexible Work)
- E. Recruitment/Selection
- F. Top Leadership Support
- G. Manager Education & Relationships



**And EARLY ON is a particularly
good time to start!**



Culture By Design or By Default

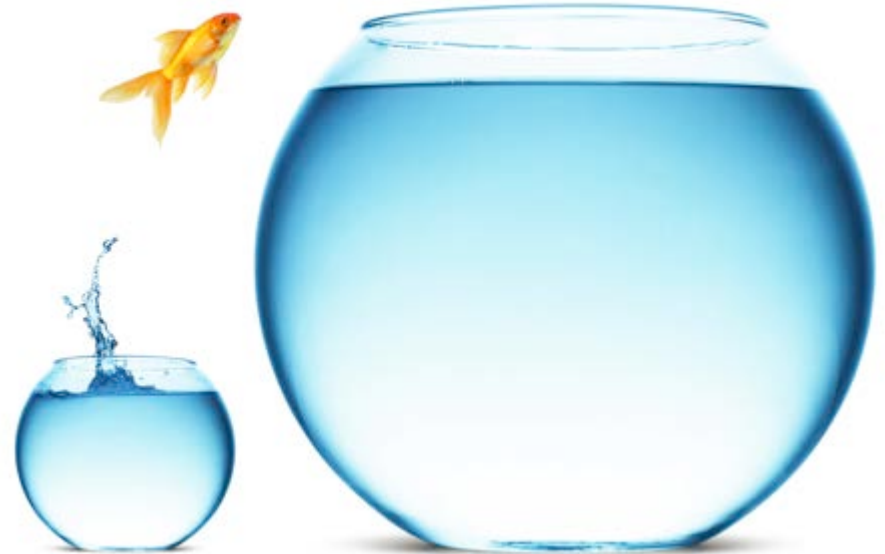
#1 We Will Ensure Top Leadership Support

- ✓ Treat like any other critical business issue!
- ✓ Set goals & provide adequate resources
- ✓ Hold leaders accountable for meeting goals



One Caveat: Avoid Unrealistic Goals

Leaders ensure that goals are **realistic** and that there is a **strategic plan** to achieve them



Other Ways to Support

- ✓ Public statements & commitments
- ✓ Visible, ongoing support:
Attend events or meetings & STAY



#2 We Will Involve “Majority Group” Members in Change Efforts



Don't depend on
underrepresented
employees
to advance diversity
goals

“PEOPLE WON'T LISTEN TO YOU OR TAKE YOU SERIOUSLY UNLESS YOU'RE AN OLD WHITE MAN, AND SINCE I'M AN OLD WHITE MAN I'M GOING TO USE THAT TO HELP THE PEOPLE WHO NEED IT.”



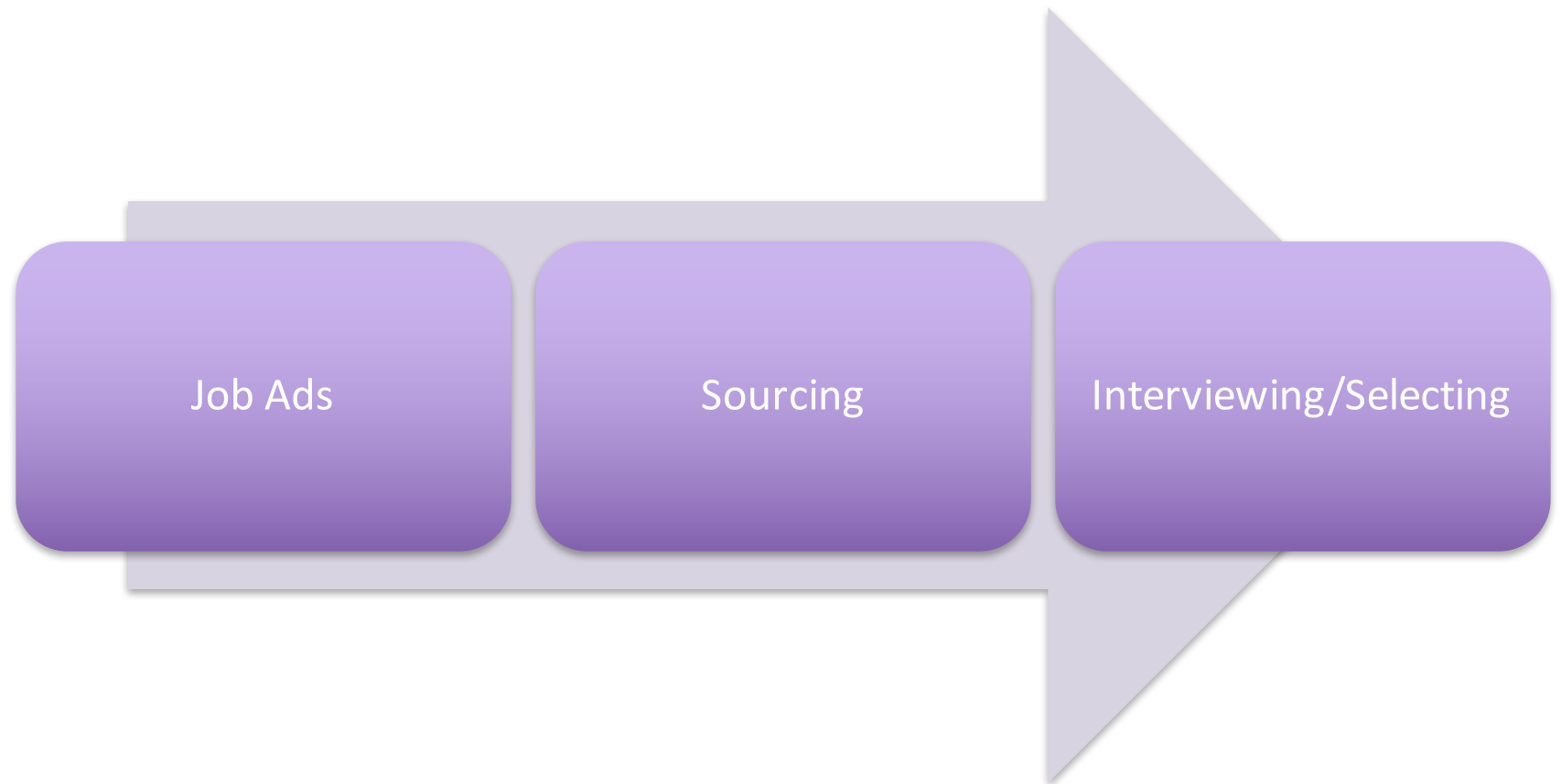
We Need All Hands on Deck

Increasing representation is not a "women's issue" or a "person of color's issue." It is a human issue and a business issue.

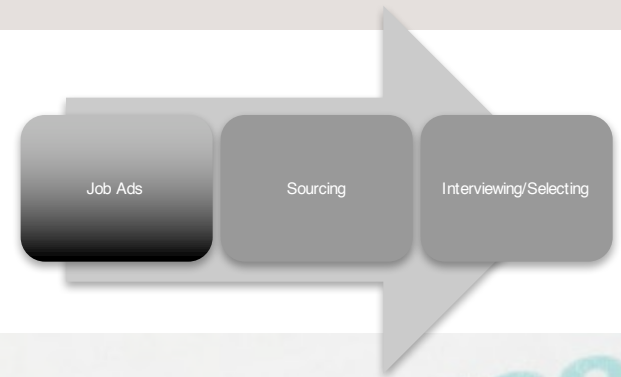


www.ncwit.org/ma-toolkit

#3 We Will Examine Job Descriptions, Recruitment Strategies & Interview Practices



Examine Job Ads



**“AGGRESSIVE
HARD-DRIVING
ROCK STAR
WORLD-CLASS CODER
DOMINANT”**

www.ncwit.org/jobdescriptionanalysis

Examine Sourcing Strategies

Job Ads

Sourcing

Interviewing/Selecting

My Unconsciously Biased Address Book – The 20 Percent Problem

Rick Klau (2015), partner at Google Ventures, described an interesting personal exercise he conducted related to bias and his address book:

“Earlier this year, I cleaned up my contacts and became interested in what the gender split would look like for my address book. Not only was it no better than my Twitter experiment from last year, the numbers were exactly the same. Of the just over 1,900 contacts in my primary address book, 399 are women. Last year, people I followed on Twitter were 79.7% men; today my address book is 79.9% men...”

If the majority of leaders at most companies are men and if the majority of their networks are men (as mine are), then this is a self-perpetuating problem...It really is who you know. And who I know is 80% men...I suspect that many people will be similarly surprised at what the data says about their networks.

Once you know your own ratio, I think you'll be motivated as I was to make it better...”

KNOW AND
IMPROVE
YOUR OWN
RATIO!

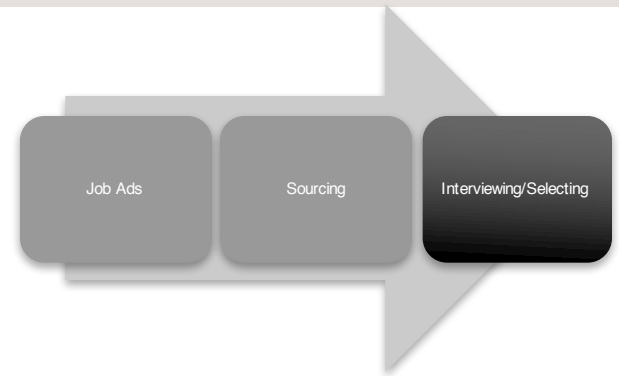
www.aspirations.org

www.irelaunch.org

www.pathforward.org

● ● ● ncwit.org

Examine Interviewing Practices



- ✓ Audit Physical Environment
- ✓ Ensure Diverse Composition of Interview Team



www.ncwit.org/supervising

Examine Interview Questions & Selection Criteria

- ✓ Make sure that they REALLY get at what's required
- ✓ Avoid hostile, “defend your code” questions
- ✓ Have follow-up prompts to “draw out” quieter candidates



Watch Out for “Red Flag” Comments

- ✓ Just isn't the “right fit.”
- ✓ We don't see gender or race
- ✓ We're just looking for the “best” candidate.



Remember.....

Questioning criteria is
NOT the same as
lowering standards

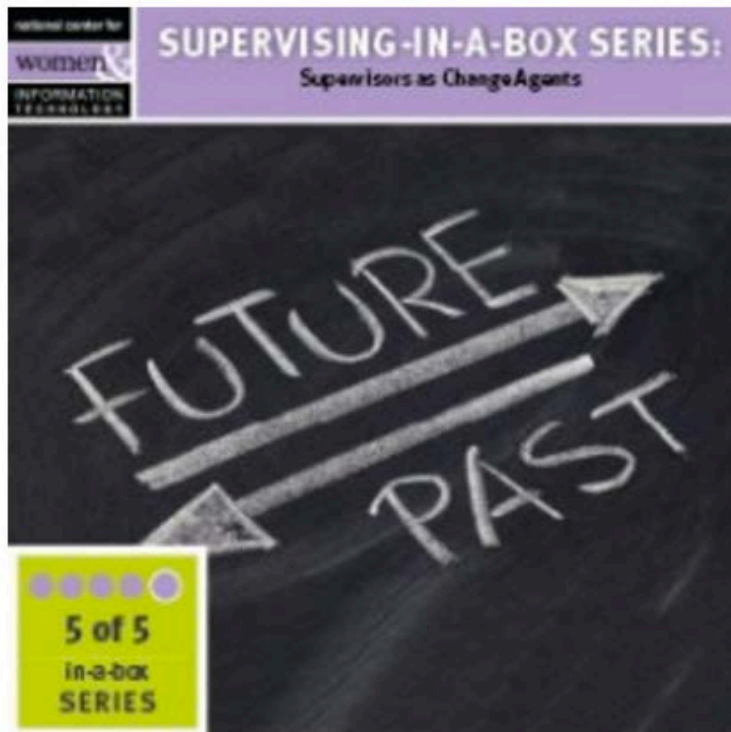


In fact, it can help you find
highly qualified talent
hiding in plain sight

4

We will focus on changing company culture and not focus only or primarily on the “pipeline.”

5 We Will Help Managers Reduce Unconscious Biases



www.ncwit.org/supervising

#6 We Will Ensure Productive Team Meetings

- ✓ Solicit opinions of quieter employees – now OR later
- ✓ Intervene when someone is interrupted or not getting credit
- ✓ Find an ally who can support and help notice these things



7 We Will Encourage and Model Work-Life Alternatives

- ✓ **Model** work-life alternatives
- ✓ Make it okay for women **AND** men to take leave or time off



www.ncwit.org/thefacts

8 We Will *Consciously* Develop Underrepresented Talent

- ✓ Expand schemas: question ideas about who makes a good leader
- ✓ Examine task assignments, leadership opportunities, career advice
- ✓ Question evaluation criteria



And *Consciously* Increase Opportunities for Visibility

- ✓ Recommend as speakers for strategic corporate events
- ✓ Encourage rotational assignments
- ✓ Don't confuse hesitancy with disinterest



#9 We will ensure an *ongoing* commitment to reporting and tracking the data.



#10 We will expand the *kinds* of data we collect

- ✓ Creation vs. Execution Roles
- ✓ Leadership
- ✓ Patenting



Poll 3: Next Steps

What one or two actions might you prioritize or commit to today?

- A. Make the Case to Top Leadership & Enlist Support
- B. Raise Awareness about the Role of Majority-Group Allies
- C. Examine Sourcing Strategies and/or Job Ads
- D. Examine Interview Practices & Selection Criteria
- E. Make the Case for Focusing on Org Culture not Just the “Pipeline”
- F. Educate Managers
- G. Help Ensure Productive Team Meetings
- H. Encourage and/or Model Flexible Work
- I. Collect Data and Track Progress
- J. Other

In Summary ...

**Start Small,
Start Now!**

**Plan for the Long
Haul**



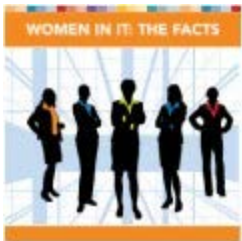
Don't give up:
It's a marathon, not a sprint



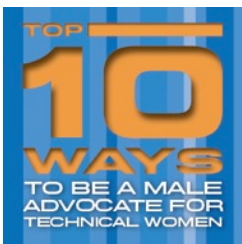
Keep Going with Research-Backed Resources



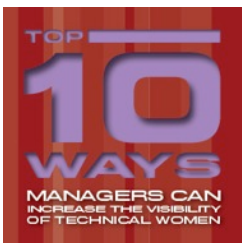
Supervisory Program-in-a-Box Series



Women & IT – The Facts

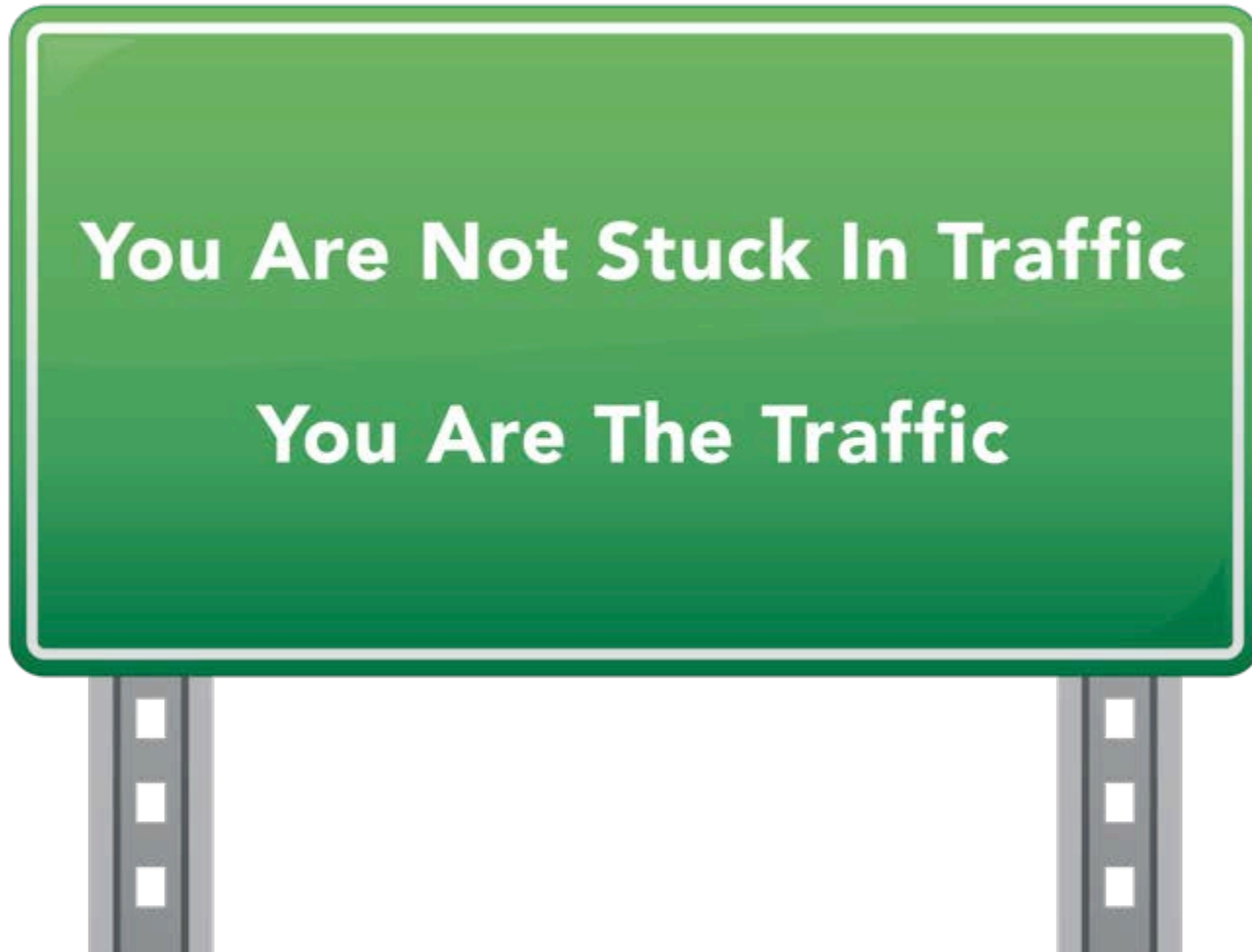


Top Ten Ways to Be a Male Advocate for Technical Women



Top 10 Ways Managers Can Increase the Visibility of Technical Women

Seen on a Congested Highway



A green highway sign with a white border, supported by two grey posts. The sign contains two lines of white text.

**We Are Not Stuck
In A Culture**

We Are The Culture



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of Technology



Thank You! Questions?

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