

When Karma Won't Cut It

Disrupting the Status Quo
as a Woman (or Male
Advocate) in Tech

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 [@Lydia_West](https://twitter.com/Lydia_West)

#SIC16

"It's not really about asking for the raise, but **knowing and having faith that the system will actually give you the right raises as you go along**

"Because that's **good karma**. It'll come back because somebody's going to know that's the kind of person that I want to trust."

- *Microsoft CEO Satya Nadella*



Someone will notice
how hard I'm working,
right?

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THE EXPERTS | LEADERSHIP

Why Women in Tech Might Consider Just Using Their Initials Online



WSJ leadership expert John Greathouse says women may get further professionally if they mask their gender initially. #4070-152008 PHOTO

By **JOHN GREATHOUSE**
Sep 28, 2016 10:00 am ET

15 COMMENTS

(Editor's Note: After publication of this post, John Greathouse posted an [apology on Twitter](#).)

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Katherine Clark @RepKClark

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Or, instead of telling women to hide their gender, we could work on fixing systemic bias & lack of diversity in tech.blogs.wsj.com/experts/2016/0...

10:16 AM - 29 Sep 2016 · Washington, DC, United States

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Why #womenintech are outraged money.cnn.com/2016/09/29/tec... #Tech #women #genderegap #genderequality #JohnGreathouse



Why women in tech are outraged

A Wall Street Journal op-ed by John Greathouse, a white male investor, suggested that women in tech 'obscure their gender' for their career's sake. money.cnn.com

Annika @annikaskywalkr · Sep 29

'Women, are you properly curating your online impressions?' Consider pretending to be a white man @johngreathouse blogs.wsj.com/experts/2016/0...

2

Dame Stephanie Shirley:

Why do ambitious women have flat heads?

TED2015 · 13:39 · Filmed Mar 2015

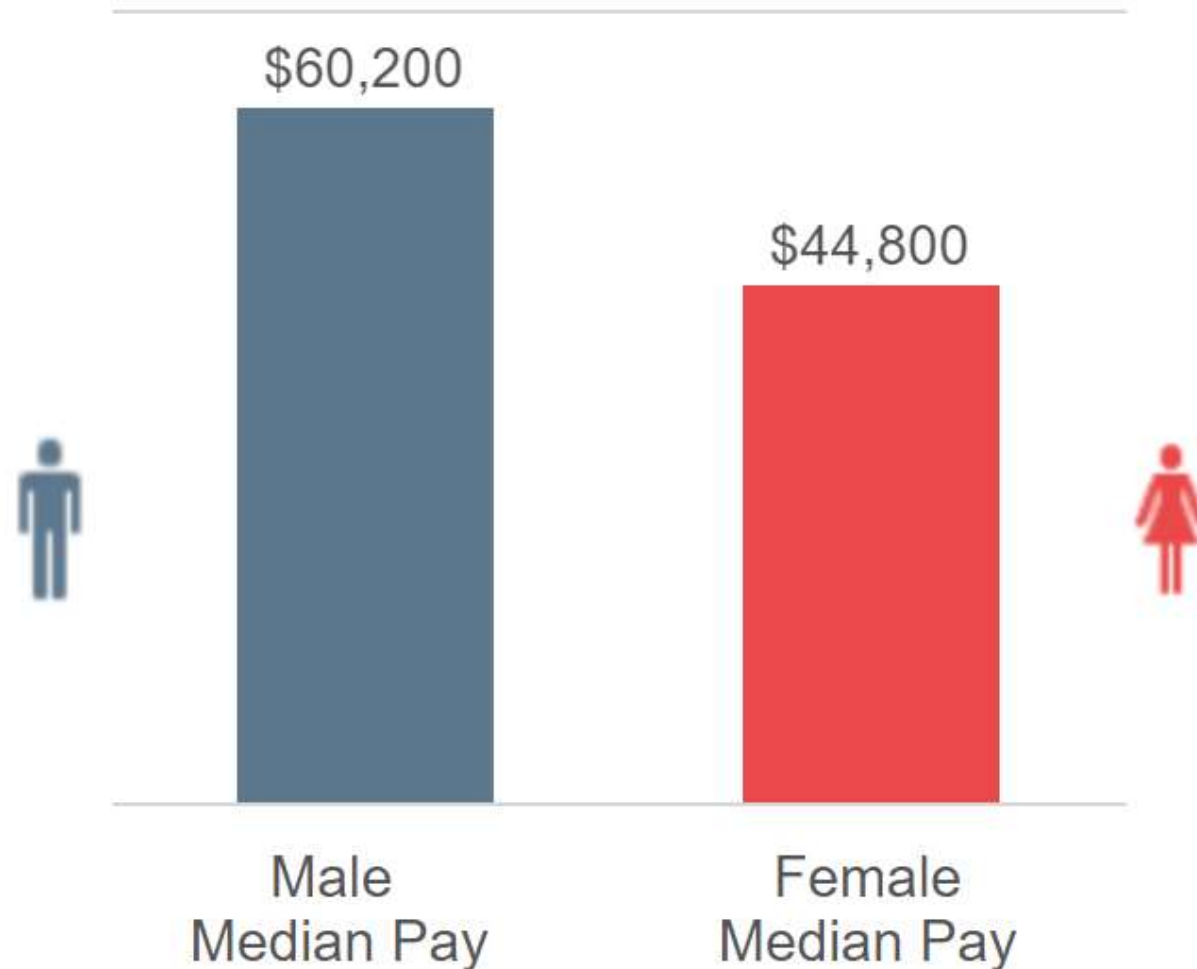
⋮ 29 subtitle languages ?

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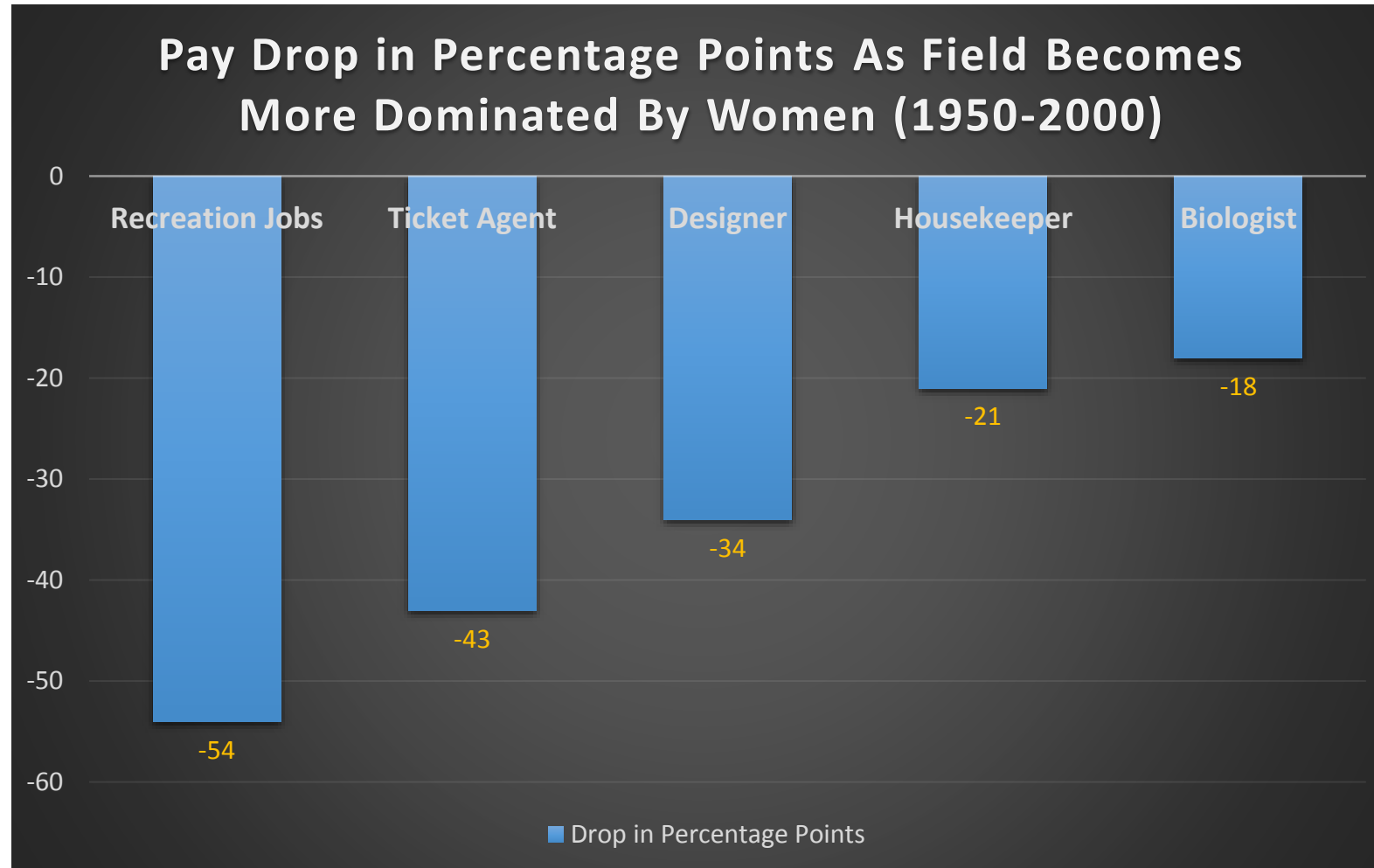
Uncontrolled Gender Pay Gap
Women earn 25.6% less than men
when we compare all men to all women.
(That's 74 cents on the dollar.)



Women are underrepresented in the best-paying jobs in our society.

Women choose to work in lower-paying fields

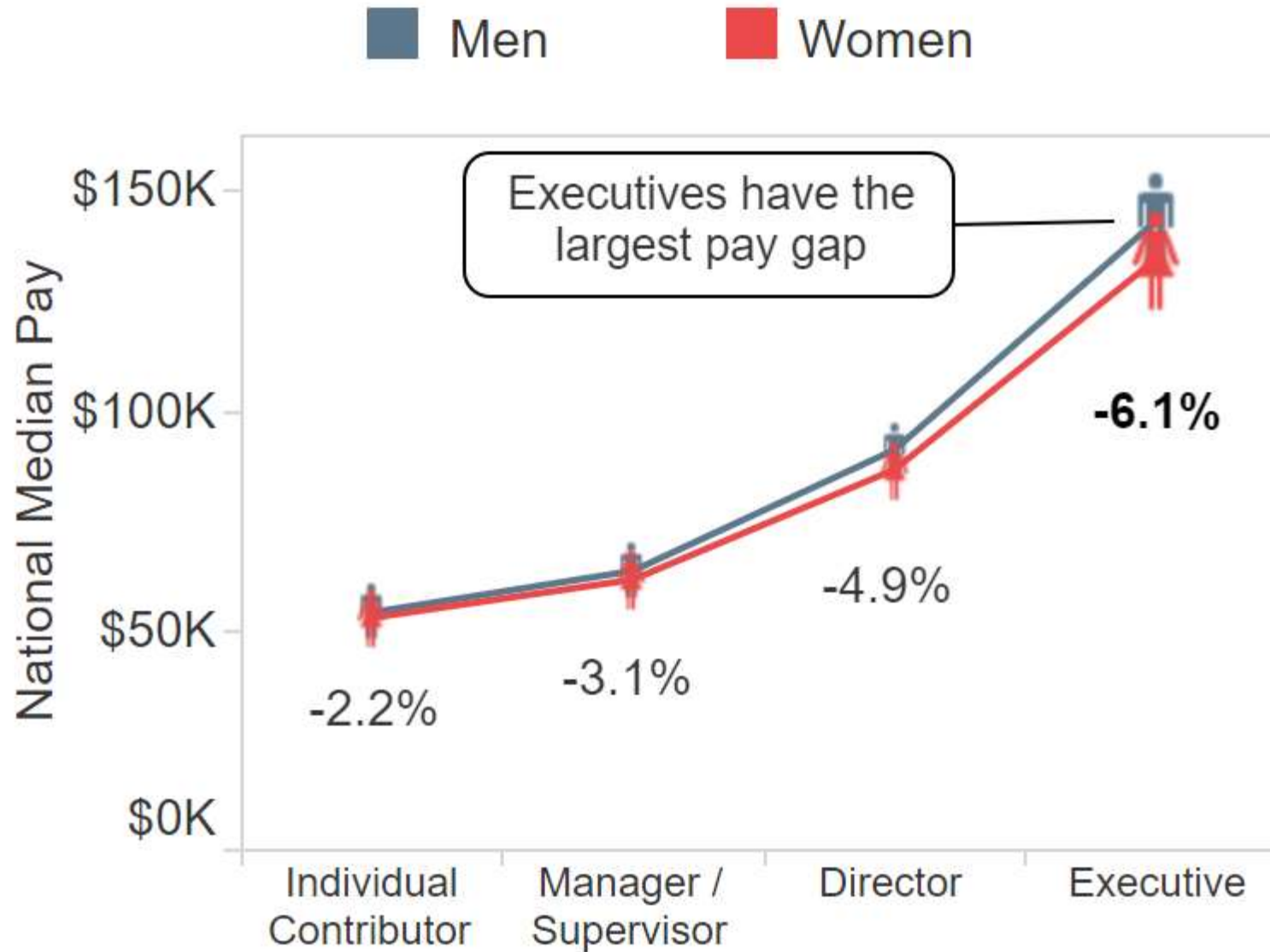
As Women Take Over a Male-Dominated Field, the Pay Drops



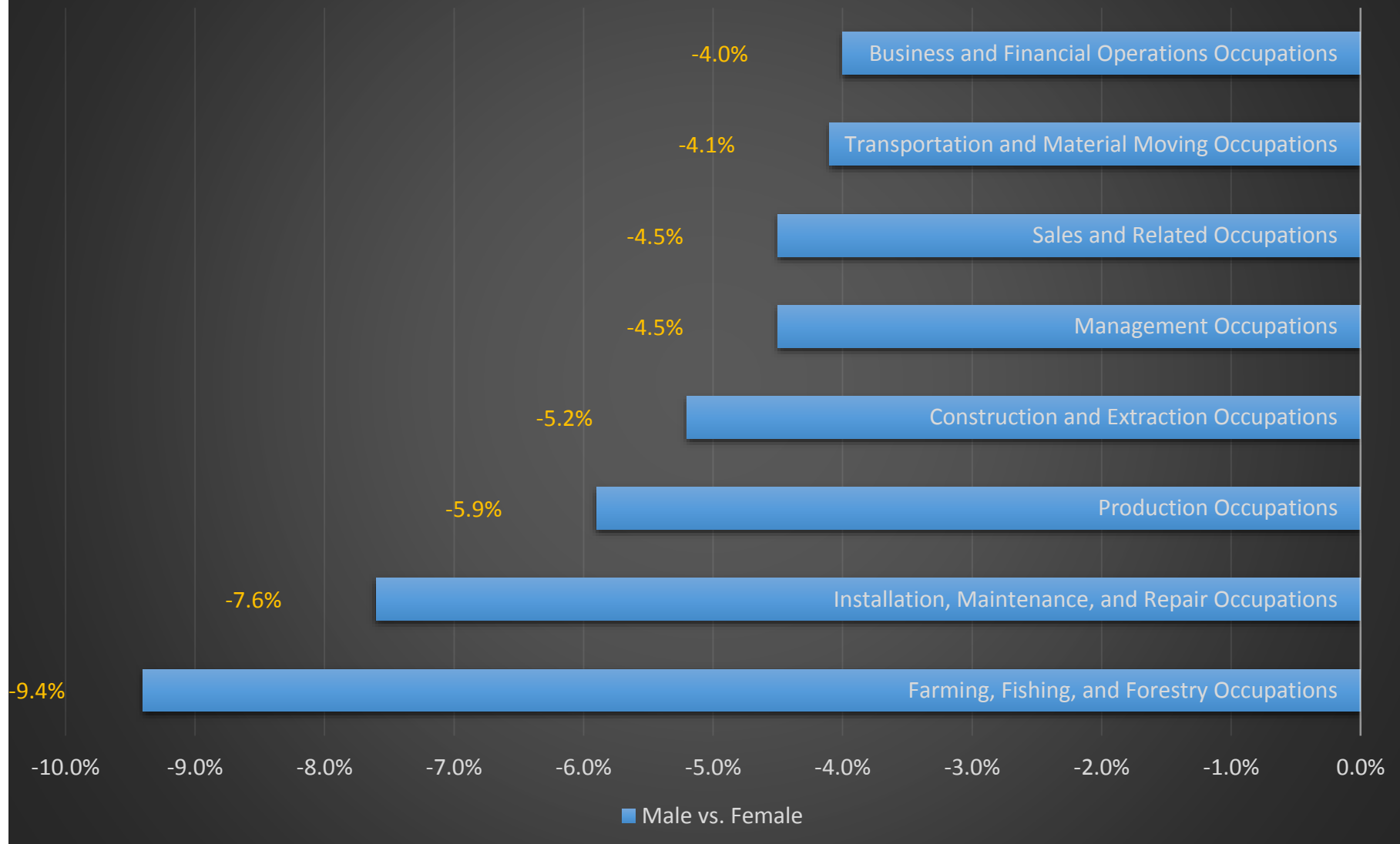
Controlled Gender Pay Gap
Women earn 2.7% less than men
when we control for compensable factors.
(That's 97 cents on the dollar.)



Gender Pay Gap by Job Level



Controlled Gender Pay Gap By Job Family



The Social Cost of Negotiating

- Female candidates penalized more than male candidates for initiating negotiations (by male *and* female evaluators.)
- Even when evaluators deemed female negotiators competent and gave them what they asked for, they didn't want to work with them.
- Men significantly more inclined to work with female candidates who accept their compensation offers without comment – described them as “nice” and “less demanding.”

The Social Cost of Negotiating

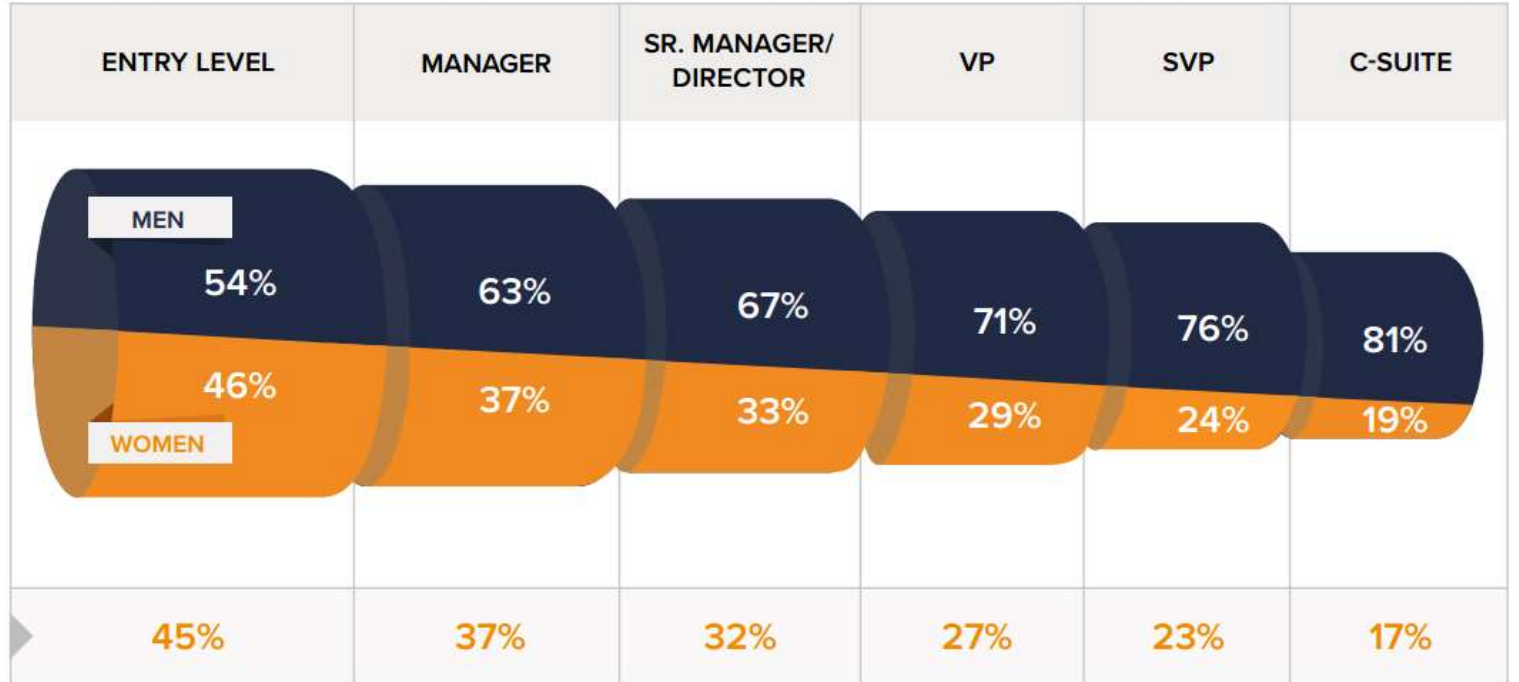
“Women get a nervous feeling about negotiating for higher pay because they are intuiting — **correctly** — that self-advocating for higher pay would present a socially difficult situation for them — more so than for men.”

- *Hannah Riley Bowles*
Harvard Researcher / Sr. Lecturer

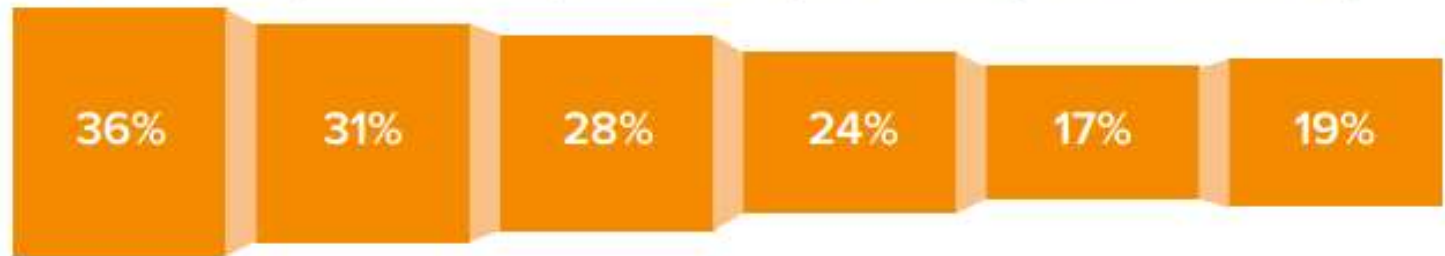
Our bigger problem?

The Opportunity Gap

% OF EMPLOYEES BY LEVEL



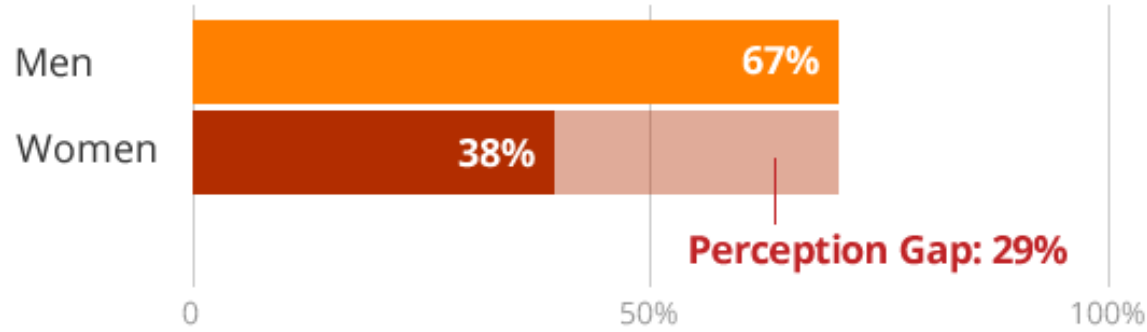
TECHNOLOGY (ELECTRONICS, HARDWARE, SOFTWARE, AND IT SERVICES)



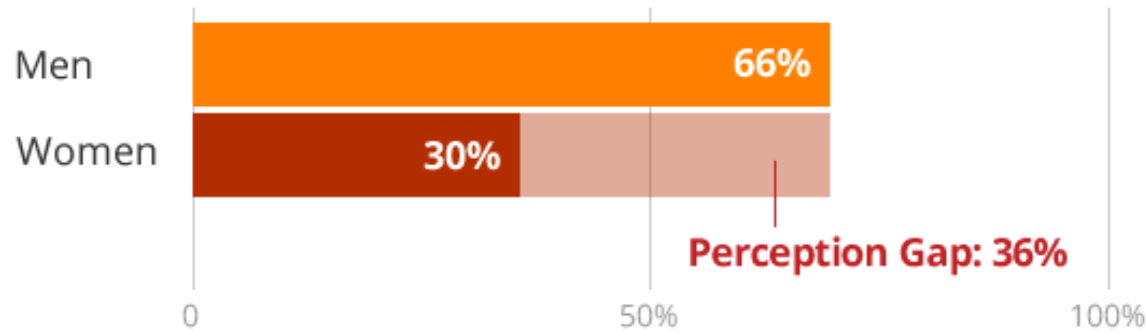
Percentage of workers that say there is equal opportunity for men and women **in most workplaces.**



OVERALL:



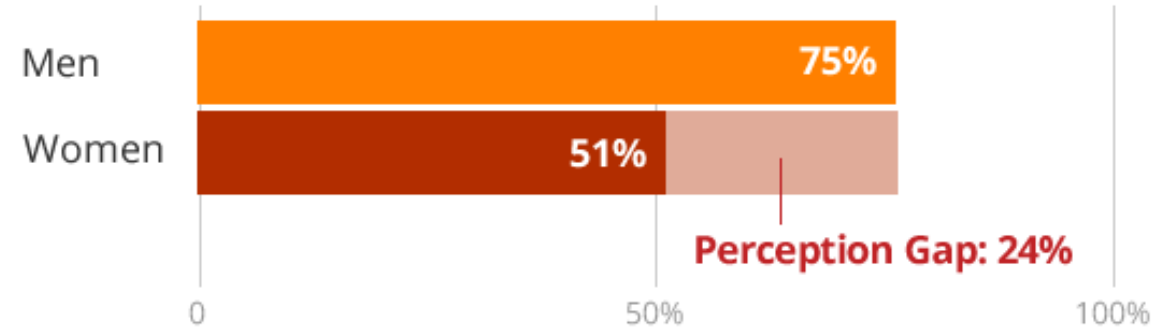
IN TECH:



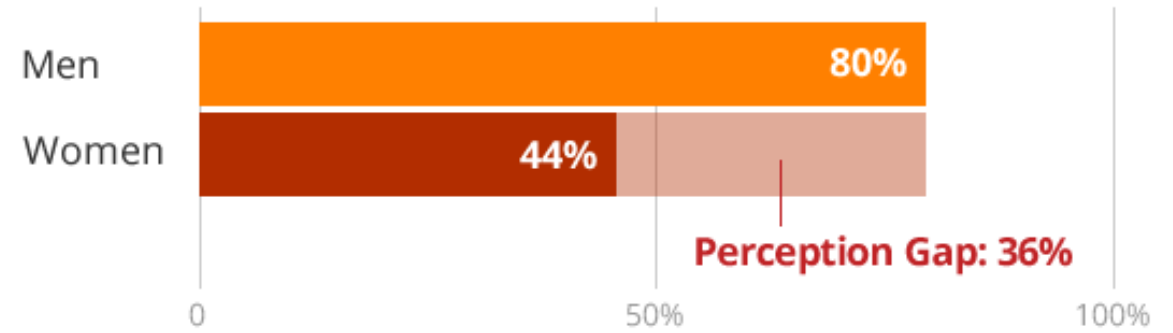
Percentage of workers that say there is equal opportunity for men and women **in their workplace.**



OVERALL:



IN TECH:



The Lake Wobegon Effect

S
I
C



Wanted: Male Advocates

“Men need to step up to the plate. We benefit from the system of inequity, we hold a position of privilege, and far too many of us are blind to the fact that this is a problem that occurs within our sphere of control.”

- Matt Wallaert

Behavioral scientist & co-creator of GetRaised.com





Because it's 2015.

THE HUFFINGTON POST
INFORM • INSPIRE • ENTERTAIN • EMPOWER




ENTERTAINMENT WELLNESS WHAT'S WORKING VOICES VIDEO


POLITICS

Donald Trump Jr: Women Who Can't 'Handle' Harassment 'Don't Belong In The Workforce'

Tree, meet apple.

10/14/2016 07:32 am ET | Updated 4 days ago

 Alana Horowitz Satlin  
Assignment Editor, The Huffington Post



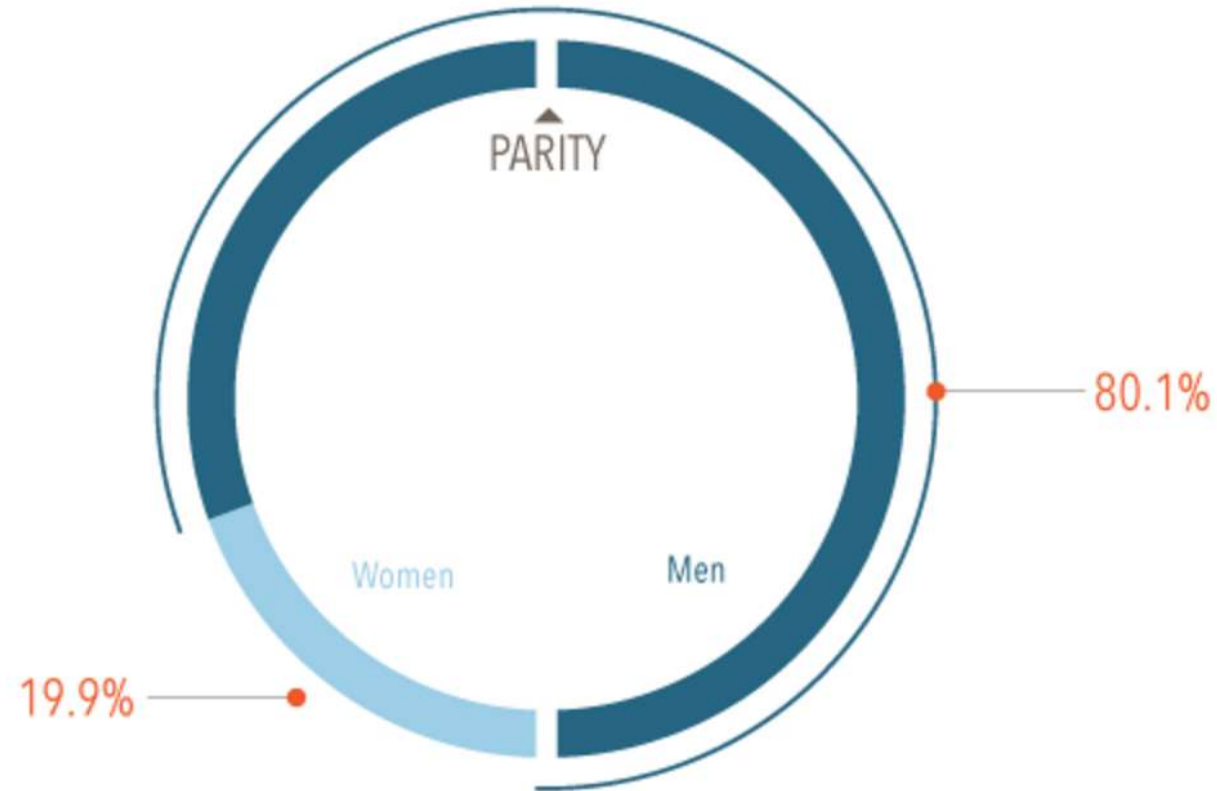
BRIAN LOBNESS / REUTERS

Numerous Studies Have Shown...

Diverse Teams & Leadership
=
Better Profits & Performance

Board Seats at S&P 500 Companies

BOARD SEATS AT S&P 500 COMPANIES



Analysis is based on companies in the S&P 500 index at the time of their 2015 annual meetings as disclosed in proxy statements filed with the SEC. Data are provided by the EY Center for Board Matters. The S&P 500 is owned by Dow Jones LLC Indices. All reasonable steps were taken to ensure the accuracy of the data.

Male and female directors have differing views on the value of board diversity

Diversity leads to enhanced company performance

% responding 'very much'

89%



24%



35%
all directors

Diversity leads to enhanced board effectiveness

% responding 'very much'

92%



38%

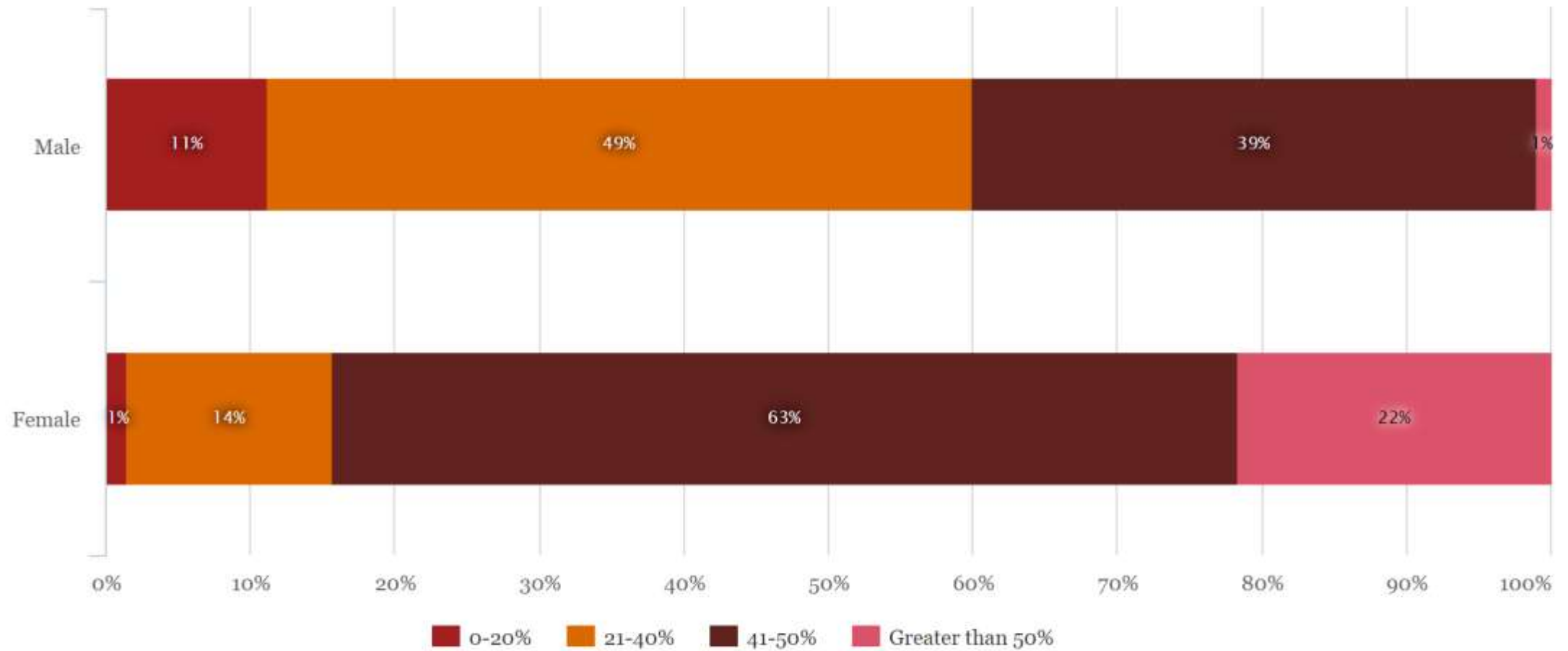


47%
all directors

■ Female directors ■ Male directors

Q. To what extent do you believe the following regarding board diversity:
Base: 852-882
Source: PwC, 2016 Annual Corporate Directors Survey, October 2016.


What is the optimal percentage of female representation on public company boards?



Source: PwC Annual Corporate Directors Survey, October 2016. Responses from 884 public company directors. Not all factors may display, and totals may not equal 100%.

Long-Held Beliefs About Gender Won't Shift Overnight

la·dy·like

/ˈlādē, līk/ 

adjective

adjective: **ladylike**; adjective: **lady-like**

appropriate for or typical of a well-bred, decorous woman or girl.

"it wasn't ladylike to be too interested in men"

synonyms: genteel, polite, refined, well bred, cultivated, polished, decorous, proper, respectable, seemly, well mannered, cultured, sophisticated, elegant, modest; More

antonyms: coarse

Long-Held Beliefs About Gender Won't Shift Overnight

man·ly

/ˈmænli/ 

adjective

having or denoting those good qualities traditionally associated with men, such as courage and strength.

"looking manly and capable in his tennis whites"

synonyms: brave, courageous, bold, valiant, valorous, fearless, plucky, macho, manful, intrepid, daring, heroic, lionhearted, gallant, chivalrous, swashbuckling, adventurous, stouthearted, dauntless, doughty, resolute, determined, stalwart; [More](#)

- (of an activity) befitting a man, especially in a traditional sense.

"the manly art of knife-throwing"

synonyms: virile, masculine, strong, muscular, muscly, strapping, well built, sturdy, robust, rugged, tough, powerful, brawny, heavily built, vigorous; [More](#)

Unconscious Bias in Action





I HELP BUILD
ENTERPRISE SOFTWARE.
#iLookLikeAnEngineer

F this noise



What can you do?

Personal Strategy:

Communicate Your Career Goals (Repeatedly)

Personal Strategy:

Don't Wait to Be Called On





Personal Strategy:
**Build Your Amplification
Team**

Personal Strategy:

Forge a Path But Draw a Map

What can employers do?

Poor Returns on the Usual Diversity Programs

The three most popular interventions make firms less diverse, not more, because managers resist strong-arming. For instance, testing job applicants hurts women and minorities—but not because they perform poorly. Hiring managers don't always test everyone (white men often get a pass) and don't interpret results consistently.

% CHANGE OVER FIVE YEARS IN REPRESENTATION AMONG MANAGERS

Type of program	White		Black		Hispanic		Asian	
	Men	Women	Men	Women	Men	Women	Men	Women
Mandatory diversity training				-9.2			-4.5	-5.4
Job tests		-3.8	-10.2	-9.1	-6.7	-8.8		-9.3
Grievance systems		-2.7	-7.3	-4.8		-4.7	-11.3	-4.1

NOTE WHITE INDICATES NO STATISTICAL CERTAINTY OF A PROGRAM'S EFFECT.

SOURCE AUTHORS' STUDY OF 829 MIDSIZE AND LARGE U.S. FIRMS. THE ANALYSIS ISOLATED THE EFFECTS OF DIVERSITY PROGRAMS FROM EVERYTHING ELSE GOING ON IN THE COMPANIES AND IN THE ECONOMY.

FROM "WHY DIVERSITY PROGRAMS FAIL," BY FRANK DOBBIN AND ALEXANDRA KALEV, JULY-AUGUST 2016

Diversity Programs That Get Results

Companies do a better job of increasing diversity when they forgo the control tactics and frame their efforts more positively. The most effective programs spark engagement, increase contact among different groups, or draw on people's strong desire to look good to others.

% CHANGE OVER FIVE YEARS IN REPRESENTATION AMONG MANAGERS

Type of program	White		Black		Hispanic		Asian	
	Men	Women	Men	Women	Men	Women	Men	Women
Voluntary training			+13.3		+9.1		+9.3	+12.6
Self-managed teams	-2.8	+5.6	+3.4	+3.9				+3.6
Cross-training	-1.4	+3.0	+2.7	+3.0	-3.9		+6.5	+4.1
College recruitment: women*	-2.0	+10.2	+7.9	+8.7		+10.0	+18.3	+8.6
College recruitment: minorities**			+7.7	+8.9				
Mentoring				+18.0	+9.1	+23.7	+18.0	+24.0
Diversity task forces	-3.3	+11.6	+8.7	+22.7	+12.0	+16.2	+30.2	+24.2
Diversity managers		+7.5	+17.0	+11.1		+18.2	+10.9	+13.6

*College recruitment targeting women turns recruiting managers into diversity champions, so it also helps boost the numbers for black and Asian-American men.

**College recruitment targeting minorities often focuses on historically black schools, which lifts the numbers of African-American men and women.

NOTE WHITE INDICATES NO STATISTICAL CERTAINTY OF A PROGRAM'S EFFECT.

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Company Strategy:

C-Level Commitment

Company Strategy:

Measurement

Company Strategy:

Transparency

Resources

Books

- [*The Diversity Advantage*](#) by Ruchika Tulshyan
- [*Feminist Fight Club: An Office Survival Manual for a Sexist Workplace*](#) by Jessica Bennett
- [*Unfinished Business: Women Men Work Family*](#) by Anne-Marie Slaughter

Websites

- [GetRaised.com](#)
- [FairyGodBoss.com](#)
- [TakeTheLeadWomen.com](#)
- [Levo League](#)

Groups

- [ChickTech](#)
- [Seattle Girl Geek Dinners](#)
- [PayUp](#) (*Washington Post* Slack channel for women to discuss the pay gap / negotiation)

Questions?



[@Lydia_West](#)

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