

# WOMEN AND TECHNOLOGY LEADERSHIP

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# Agenda

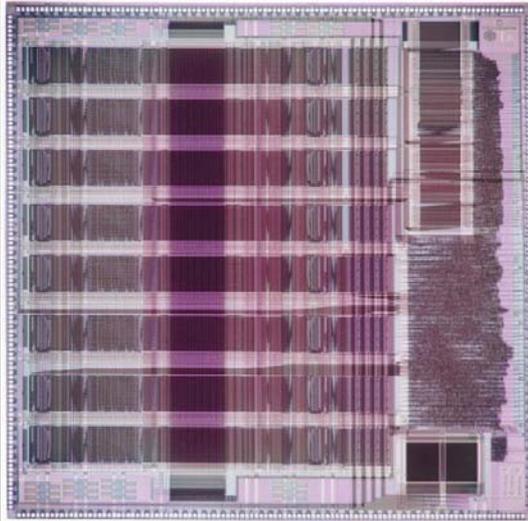
- Why do you care?
- Research results
- Strategies for Success



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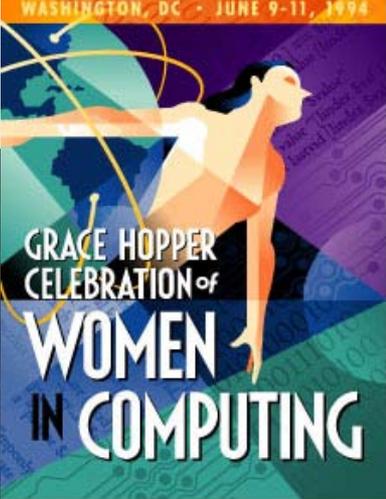
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WASHINGTON, DC - JUNE 9-11, 1994



**GRACE HOPPER  
CELEBRATION of  
WOMEN  
IN COMPUTING**

# Why do we care? The Problem

- In the US, Women represent 18% of computer science graduates (NSF) and 25% of computer occupations in US (Department of Labor)
- 10% of corporate officer positions and 11% of board positions of tech Fortune 500 companies (Catalyst)
- Anita Borg Institute Study: typical gender ratio 79% male 21% female in technical positions
  - At higher level of the technical track – goes down to less than 5%
  - Technical men are 3 times more likely to be at senior level than are technical women
- Organizations wishing to capitalize on the benefits of gender diversity for innovation need focused efforts to recruit, retain, and advance women in technical roles



# Why do we care?

- Group diversity along multiple dimensions has been shown to lead to:
  - Better decisions (Gruenfeld and Preston, 2000; Page, 2009)
  - Better team productivity (Hamilton et al, 2003).
  - Better problem solving (Page, 2009; Gurin, Nagda, & Lopez, 2004)
  - Greater innovation (Page, 2009, Ashcraft et al, 2007; Cox, 2001)
  - Greater profits and marketshare (Herring, 2009)



# What do Mid Career Women in industry think?

## Climbing the Technical Ladder study

- 1795 survey responses from 7 Silicon Valley high-tech companies
- 27 interviews
- What are the barriers facing women in the technology industry? What happens at the mid-level? What works?

## Senior Technical Women: A Profile of Success

- 4% of the respondents of the survey

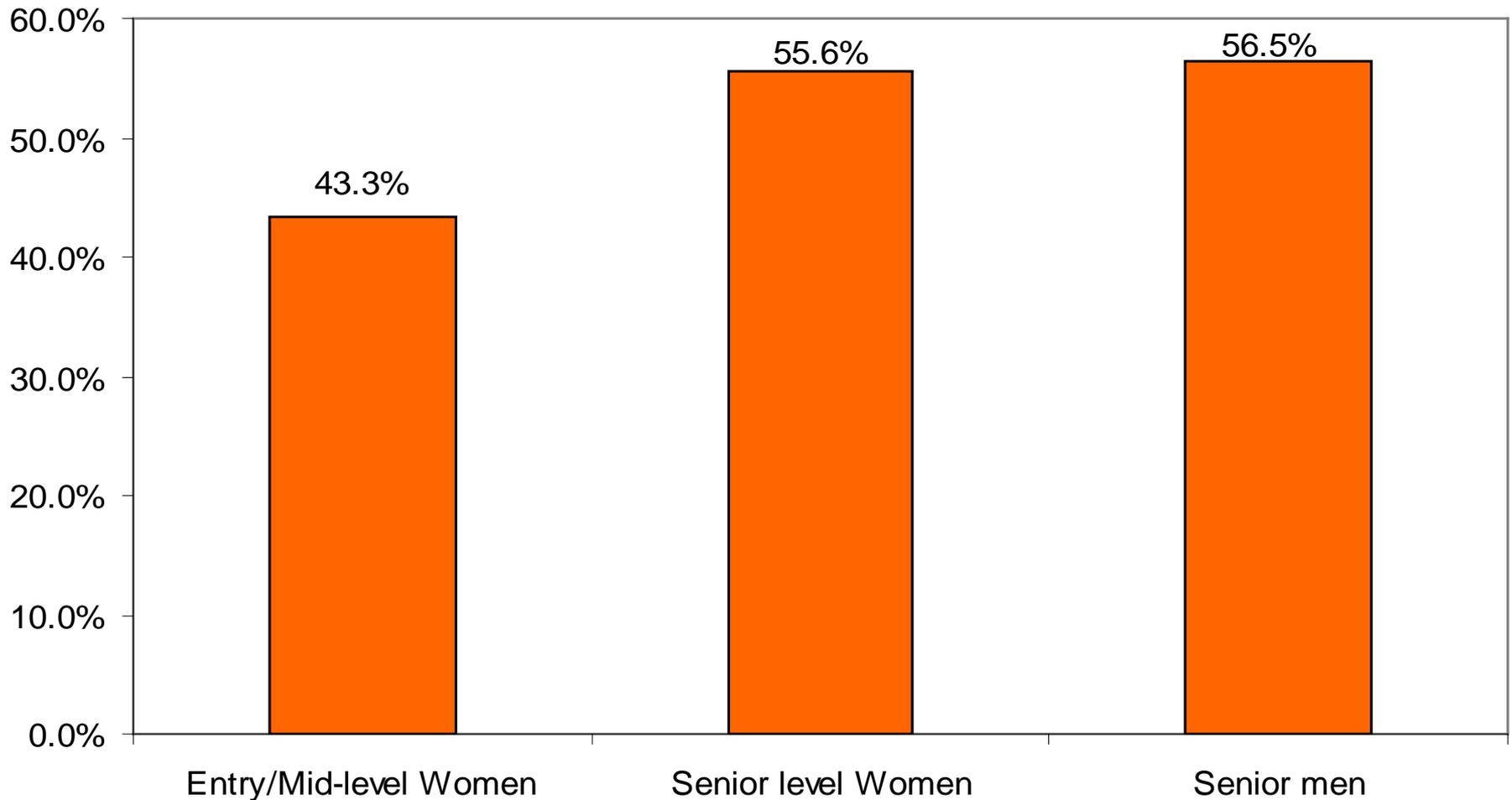


Chart 1e. The Technical Ladder: Distribution of Female and Male Respondents Across Rank Levels



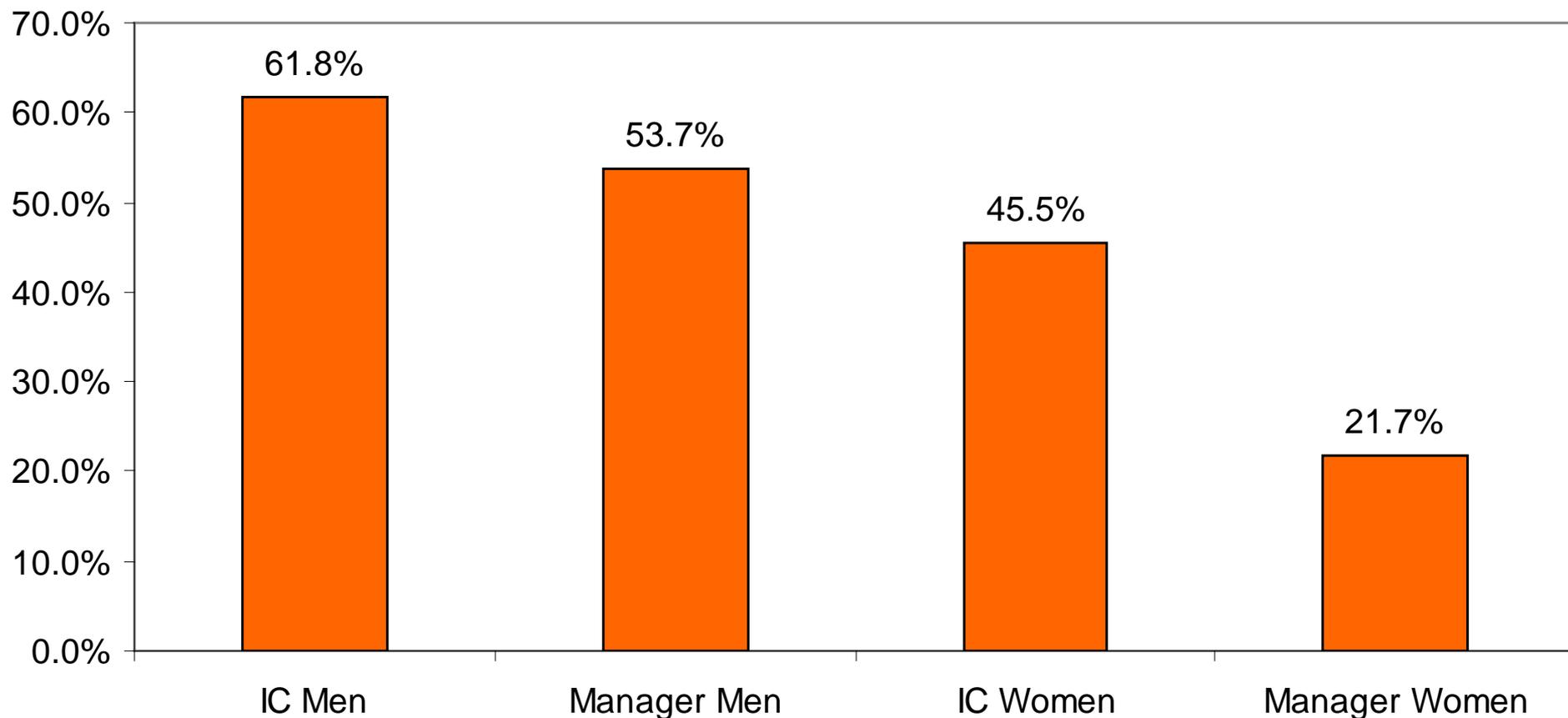
# Senior technical women & risk-taking

Chart 3d. Self-Perception on Attribute of Success: Risk-Taking, by Level and Gender



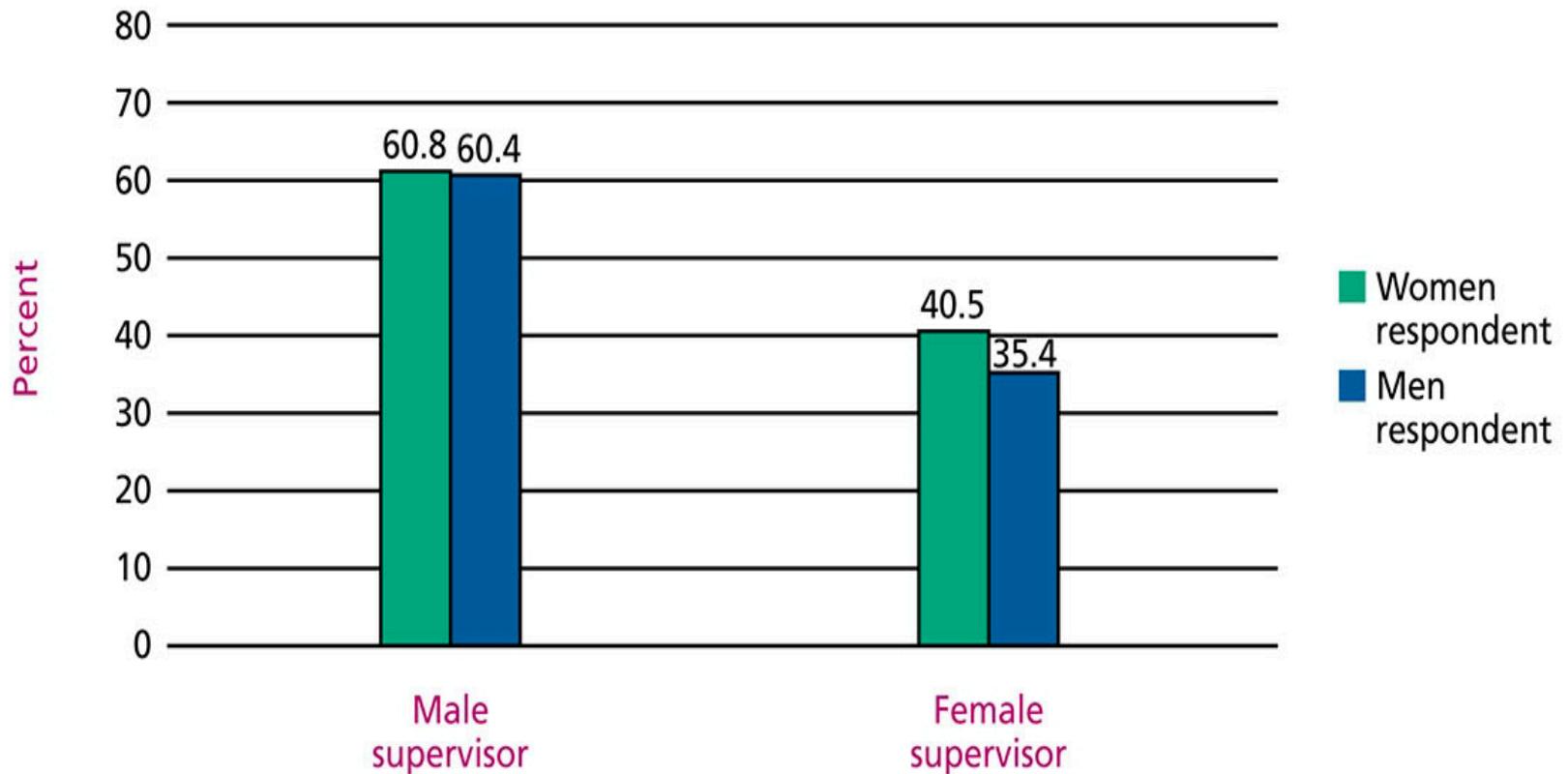
# Senior Women and self-perceptions on being an innovator

Chart 3c. Self-perception on Attribute of Success: Innovator, Senior Level, by Gender and Job Type



# Technical credibility gap – Women are less likely to be perceived as technically competent

Chart 4e. Percentage of Mid-Level Technical Workers Who Agree that Their Supervisor Has Strong Technical Skills, by Gender of Respondent and Gender of Supervisor



# Working twice as hard

“I notice that women in technical positions are not always taken very seriously or are not as respected as their male colleagues.” – mid-level technical woman

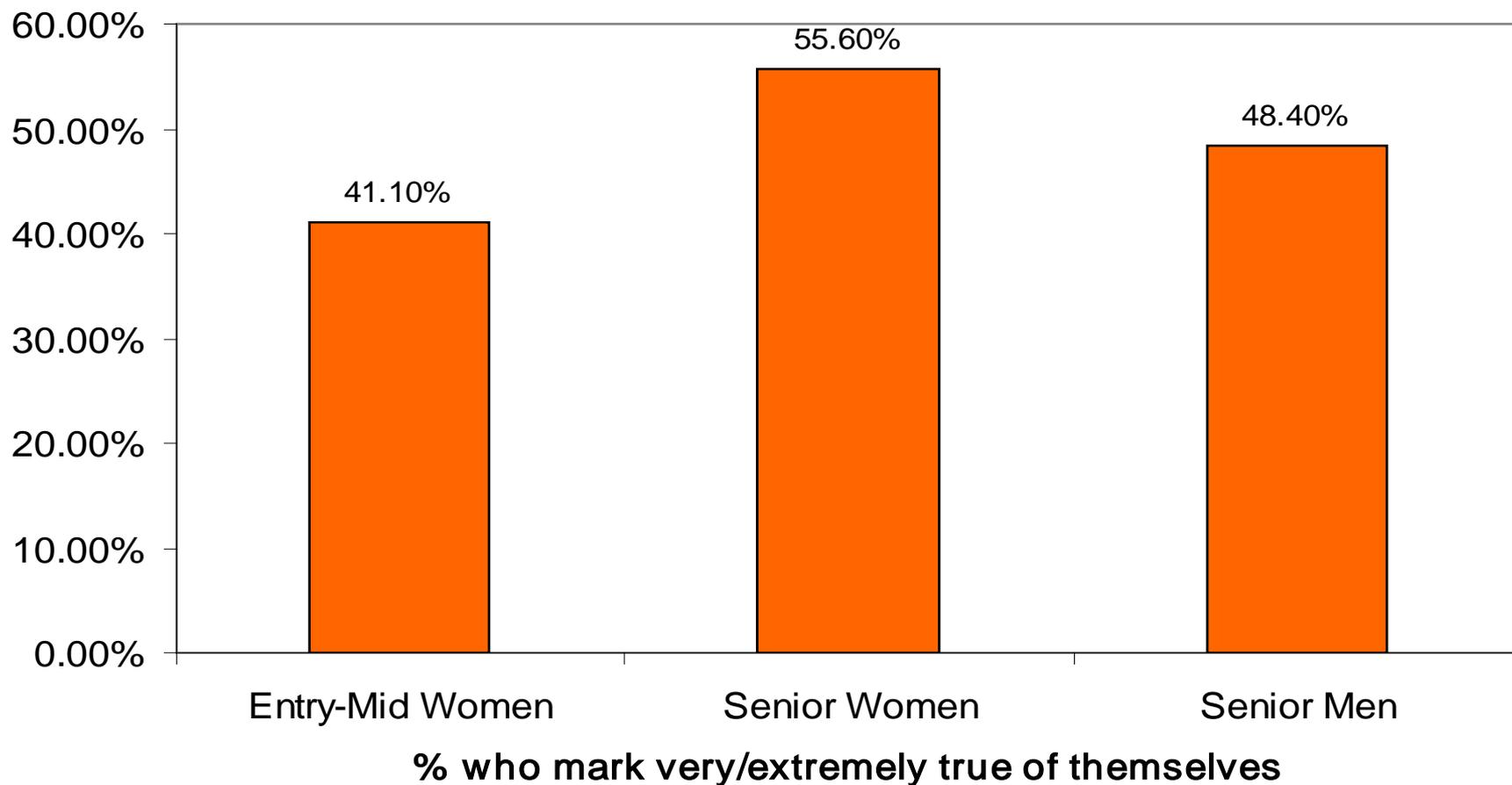
“I’ve had a couple of experiences where I’ve worked with guys and it was very hard for them to take me seriously until I proved myself” – high-level technical woman

**Technical women continuously need to show their technical competence and make sure their technical contributions are visible.**



# Senior technical women are more likely to say they are assertive

Self-perception on attribute of success: Assertive, by gender and level



## ... but there is a likeability penalty

You have to be able to blow your own horn. You have to be convinced that you're way smarter than everybody else, and everybody should listen to you which is a certain ego trait that I don't think is rewarded in women"— mid-level technical woman

“It is a Catch 22...if you don't do it, then they say ‘She's so quiet, or she's so timid.’ If you do, then you are the other label, which we are quite aware of.”

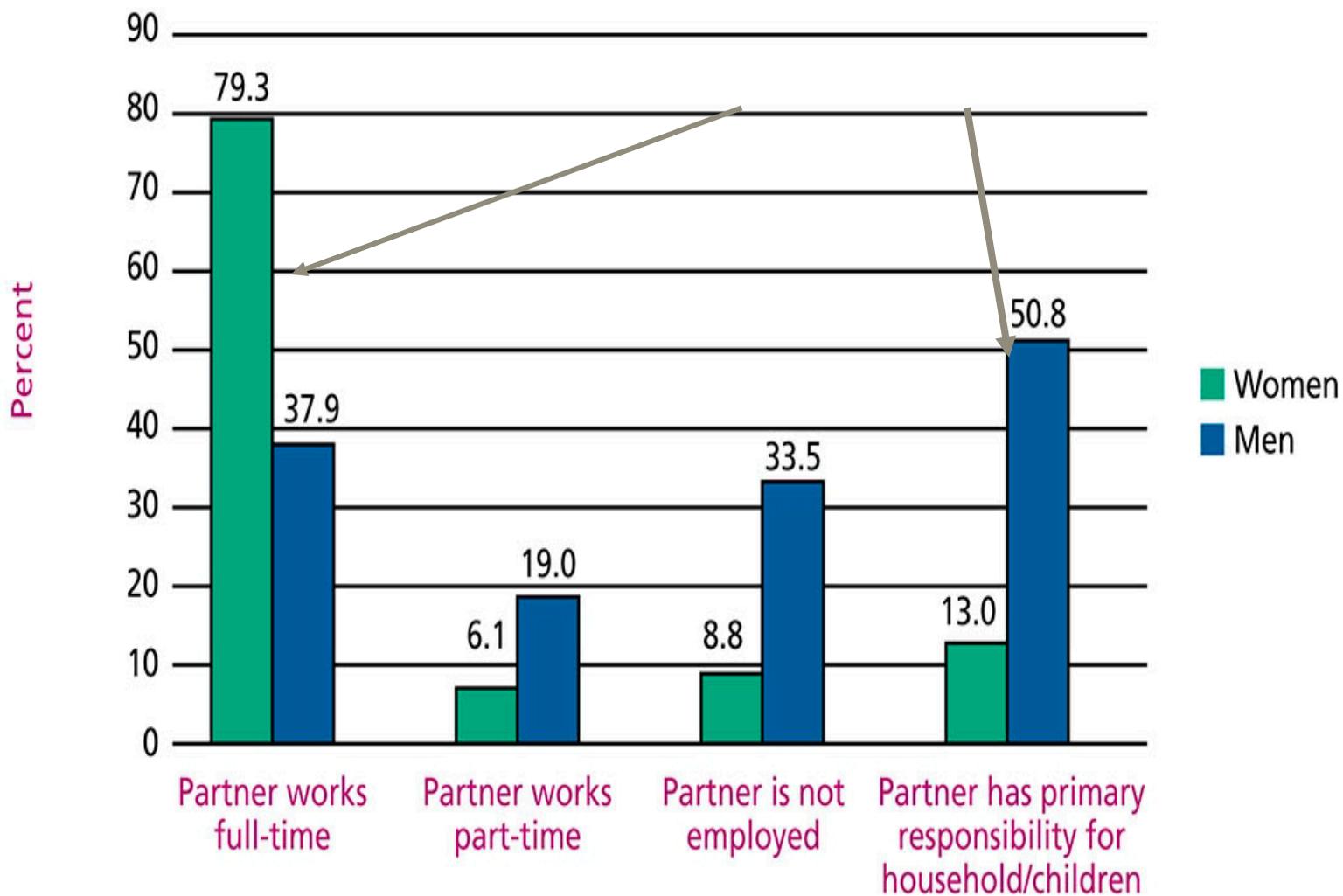


# Men and women have different family configurations

Men are 4 times more likely to have a partner who handles family responsibilities



## Chart 2e. Household Characteristics of Partnered Mid-Level Technical Workers, by Gender



# *What can organizations do*



# Recruit technical women into your organization

- Build strong ties to diverse conferences and universities
- Leverage social networks of technical women
- Build gender diverse technical hiring teams and showcase technical women during the interview process
- Build a diverse internship program



# Retain the talent you have

- Support the creation of informal groups that provide mutual support and networking opportunities
- Create formal mentoring and leadership programs
- Develop programs for Work/Life flexibility
- Model diversity from the top
- Make managers accountable for retention



# Advancement is what all employees want *show them how*

- Foster the network to higher ups
- Clear development plans and measurable accomplishments and behaviors – take bias out of it.
- Fellow Path - early intervention is needed for career development on the IC track.



# Demonstrate Executive support

- Measurement and Targets at the CEO's staff level
- Provide Executive awareness of what it takes
- Executive partnership – executive, diversity, and senior technical women



# Role Models



# *What Individuals can do*



# Ask for what you want

- The first negotiation of your career can often have a significant effect
  - Men are four times as likely as women to negotiate a first salary
  - Women's earnings relative to men's have stagnated at 73.2%
- Most women are amazed at how often they receive what they want if they ask



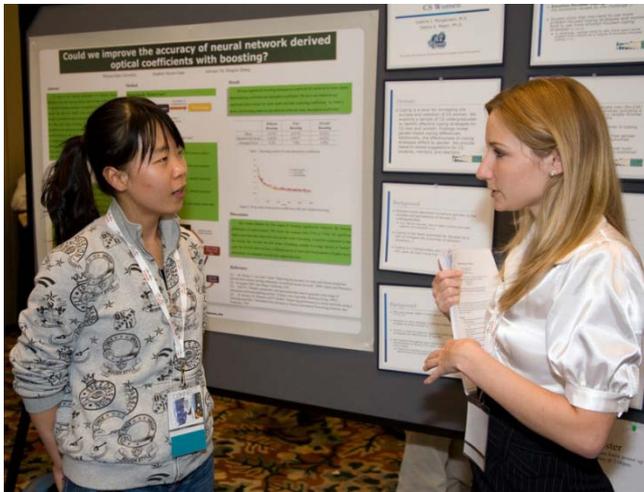
*Women Don't Ask:  
Negotiations and the  
Gender Divide, Linda  
Babcock & Sara  
Laschever*



# Network

Networking is

Making connections and using them wisely.





Networking is not genetic.  
It's a skill.  
Practice.



# Mentoring

- In an analysis of 830 companies over 30 years, researchers found that of several popular practices, mentoring had the strongest effect on the advancement of women and minorities.
- Mentoring leads to
  - Greater job satisfaction
  - Increased salary
  - New career opportunities
  - Greater advancement
  - Increased job performance



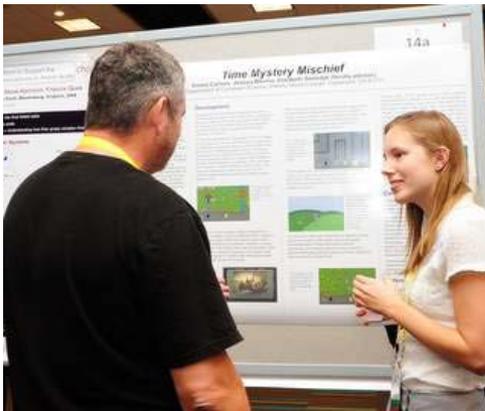
# Find a Mentor

- Look for people who have characteristics that you want to develop



# Find Skill based and Peer Mentors

- It doesn't have to be daunting... but you have to ask
- Multiple mentors for multiple skills
- Set up your own Board of Advisors



# Find a Sponsor

- Sponsors are people who are high up in your organization, who know you, and will go to bat for you.
- In an organization, the best way to cultivate sponsors is to take assignments where they see your capabilities



# Take Visibility Seriously

- Claim credit for your work where credit is due
- Act “as if”
- Get the credentials you need to be in the critical technology spaces.
- Influence and visibility stem from credibility driven by your technology accomplishments – document and publish.
- Get involved on committees, task forces, boards – expands your network and opens up new opportunities
- Make sure your peers and manager recognize your contributions



# In Summary



- Characteristics of Senior Women
  - Senior women see themselves as risk takers and assertive
  - Men and women have different family configurations
- What organizations can do – recruit, retain and advance technical women
- What individuals can do – ask, network, find mentors, be visible

