Women In Technology Leadership Round Table
Event Summary

EVENT

Women in Technology Leadership Round Table
November 6th, 2015
UC Berkeley
wit.berkeley.edu

ORGANIZERS

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OVERVIEW

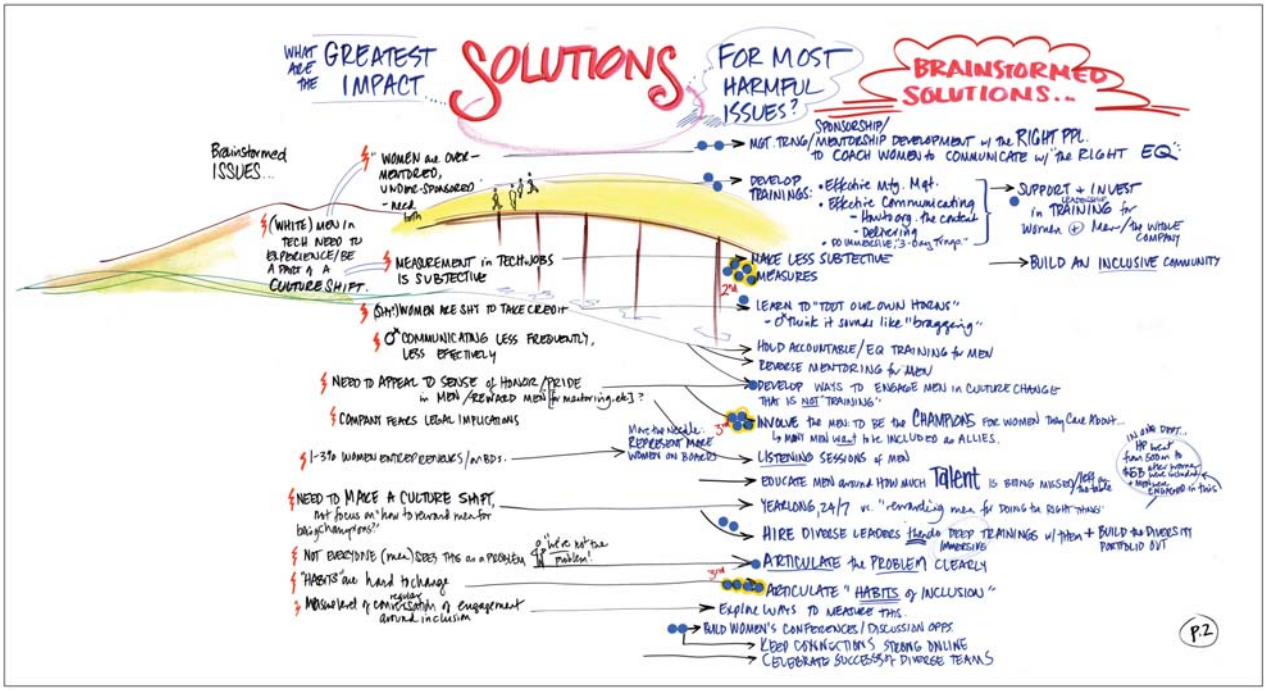
Accomplished professionals in the field of technology convened Friday, November 6th for the inaugural Women in Technology Leadership Round Table at UC Berkeley. Their aim was to develop sustainable solutions that will reduce the attrition of women in the technical workforce. Participants included industry executives, professors, and leaders at non-profit organizations, as well as co-sponsors UCOP Vice Provost Susan Carlson, UC Berkeley Vice Chancellor Gibor Basri, and UC Berkeley Dean of Engineering Shankar Sastry. The event was unique in creating a coalition of influential leaders intent on making a multilateral effort to eliminate barriers to the advancement of women.

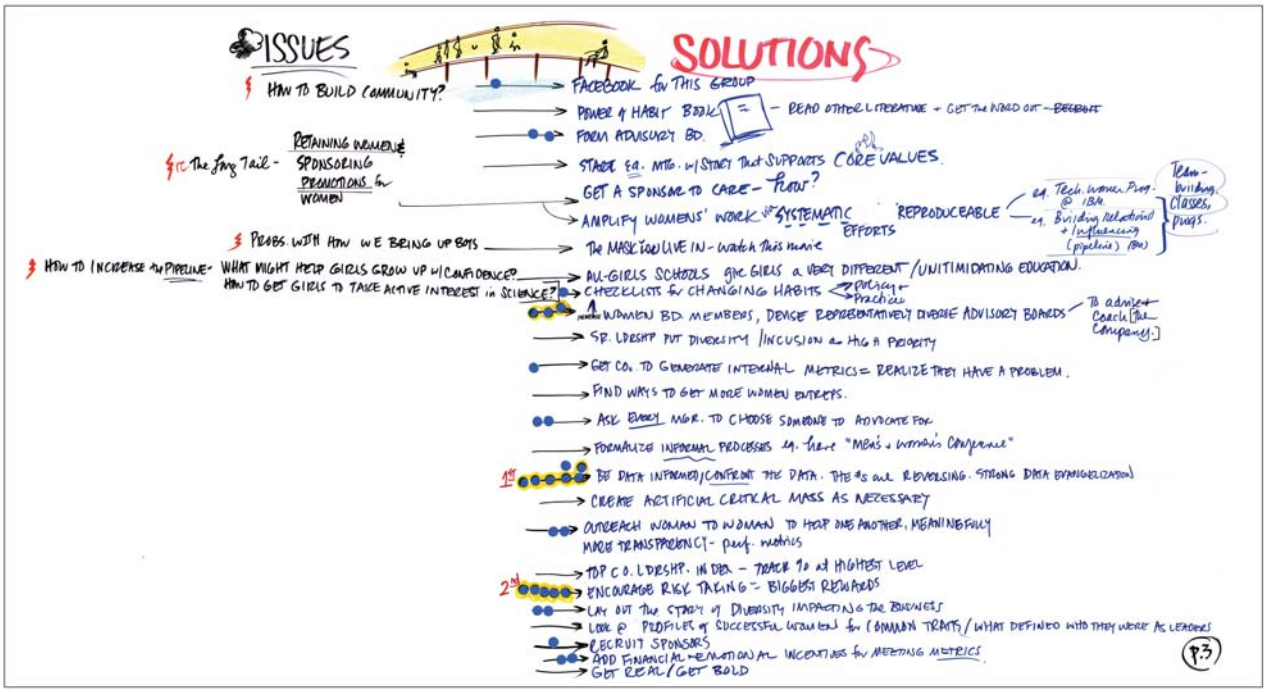
1 SHARING AND BRAINSTORMING SESSION

The round table began with participants sharing experiences and best practices for raising awareness of the gender gap and for increasing diversity. Both effective measures and ineffective measures were described, as well as implications of pursuing 'diversity' vs. 'inclusion'.

Ideas for actionable solutions were then brainstormed. Suggestions included bias training at all levels within an organization, with participants noting the importance of 'bias busting' in addition to bias awareness. There were also recommendations on how to make diversity a priority, both by making diversity a habit and by making leaders accountable for diversity metrics. Many noted that in order to have real impact, it is critical for everyone, including men and people at all levels of management, to be involved in the conversation and to be committed to establishing and executing diversity measures.

The participants then voted (by placing dots in the charts below) on the most impactful proposed solutions, which emerged to be (1) *gathering and confronting diversity data*, and (2) *encouraging women to be bold*.


WHAT ARE THE GREATEST IMPACT...
SOLUTIONS
FOR MOST HARMFUL ISSUES?
BRAINSTORMED SOLUTIONS...
Brainstormed ISSUES...
"WOMEN are over-mentored, under-sponsored - Med. both
(WHITE) MEN in TECH NEED TO EXPERIENCE/BE A PART of A CULTURE SHIFT.
MEASUREMENT in TECH JOBS IS SUBJECTIVE
(SHE) WOMEN ARE SHY TO TAKE CREDIT
COMMUNICATING LESS FREQUENTLY, LESS EFFECTIVELY
NEED TO APPEAL TO SENSE of HONOR/PRIDE in MEN/REWARD MEN [for mentoring, ok]?
COMPANY FEARS LEGAL IMPLICATIONS
1-3% WOMEN ENTREPRENEURS/VCBDS.
NEED TO MAKE A CULTURE SHIFT, not focus on "how to reward men for being champions"
NOT EVERYONE (men) SEES THIS as a PROBLEM
"HABITS" are hard to change
Misunderstood & consciously & unconsciously engagement around inclusion
MENTORSHIP/SPONSORSHIP DEVELOPMENT w/ the RIGHT PPL. TO COACH WOMEN to COMMUNICATE w/ the RIGHT EQ
DEVELOP TRAININGS: • Effective Mtg. Mgt. • Effective Communicating - How to org. the content - Delivering • co UNAWARE, "3-Bang Trap."
SUPPORT + INVEST in TRAINING for Women + Men/the WHOLE COMPANY
MAKE LESS SUBJECTIVE MEASURES
BUILD AN INCLUSIVE COMMUNITY
LEARN TO "TOOT OUR OWN HORNS" - Think it sounds like "bragging"
HOLD ACCOUNTABLE/EQ TRAINING for MEN
REVERSE MENTORING for MEN
DEVELOP WAYS TO ENGAGE MEN in CULTURE CHANGE THAT IS NOT "TRAINING"
INVOLVE the MEN TO BE the CHAMPIONS FOR WOMEN they Care About... to MANY MEN want to be INCLUDED as ALLIES.
Move the Needle: REPRESENT MORE WOMEN ON BOARDS
LISTENING SESSIONS of MEN
EDUCATE MEN around HOW MUCH Talent IS BEING MISSED/left on the table
YEARLONG, 24/7 vs. "rewarding men for doing the RIGHT things"
HIRE DIVERSE LEADERS Heads DEEP TRAININGS w/ them + BUILD the DIVERSITY PORTFOLIO OUT
ARTICULATE the PROBLEM CLEARLY
ARTICULATE "HABITS of INCLUSION"
EXPLORE WAYS TO MEASURE THIS.
BUILD WOMEN'S CONFERENCES/DISCUSSION OPPS
KEEP CONNECTIONS STRONG ONLINE
CELEBRATE SUCCESSES of DIVERSE TEAMS
P.2


ISSUES
SOLUTIONS
HOW TO BUILD COMMUNITY?
FACEBOOK for THIS GROUP
POWER of HABIT BOOK
READ OTHER LITERATURE + GET the WORD OUT
FORM ADVISORY BD.
START Eg. MTG. w/ STORY that SUPPORTS CORE VALUES.
GET A SPONSOR to CARE - How?
AMPLIFY WOMENS' WORK w/ SYSTEMATIC REPRODUCIBLE EFFORTS
Eg. Tech. Women Prog. @ IBM
Eg. Building Relational + Influencing (pipeline) IBM
Team-building Classes, Progs.
The Long Tail - RETAINING WOMEN SPONSORING PROMOTIONS for WOMEN
PROBS. WITH HOW WE BRING UP BOYS
The MASK YOU LIVE IN - watch this movie
HOW TO INCREASE w/ PIPELINE - WHAT MIGHT HELP GIRLS GROW UP W/ CONFIDENCE?
HOW TO GET GIRLS TO TAKE ACTIVE INTEREST in SCIENCE?
ALL-GIRLS SCHOOLS give GIRLS a VERY DIFFERENT/UNINTIMIDATING EDUCATION.
CHECKLISTS for CHANGING HABITS
Policy + Practice
WOMEN BD MEMBERS, DEVISE REPRESENTATIVELY DIVERSE ADVISORY BOARDS
To advise Coach the Company.
SR. LDRSHP PUT DIVERSITY/INCLUSION as HIGH PRIORITY
GET CO. TO GENERATE INTERNAL METRICS = REALIZE THEY HAVE A PROBLEM.
FIND WAYS TO GET MORE WOMEN ENTREPS.
ASK EVERY MGR. TO CHOOSE SOMEONE TO ADVOCATE FOR
FORMALIZE INFORMAL PROCESSES Eg. there "MEN's + WOMEN's Conference"
1st BE DATA INFORMED/CONFIDENT THE DATA. THE #s are REVERSING. STRONG DATA EVANGELICATION
CREATE ARTIFICIAL CRITICAL MASS AS NECESSARY
OUTREACH WOMAN TO WOMAN TO HELP ONE ANOTHER, MEANINGFULLY
MORE TRANSPARENCY - perf. metrics
TOP CO. LDRSHP. IN DEV - TRACK TO ALL HIGHEST LEVEL
2nd ENCOURAGE RISK TAKING - BIGGEST REWARDS
LAY OUT the STORY of DIVERSITY IMPACTING the BOTTOMLINE
LOOK @ PROFILES of SUCCESSFUL WOMEN for COMMON TRAITS / WHAT DEFINED WHO THEY WERE AS LEADERS
RECRUIT SPONSORS
ADD FINANCIAL + EMOTIONAL INCENTIVES for MEETING METRICS
GET REAL / GET BOLD
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2 SOLUTION BUILDING SESSION

"What you can measure, you can change"

"Statistics compel attention"

1) *Gathering and confronting diversity data*: Metrics were agreed to be essential for both revealing diversity-related issues within an organization and for tracking the effectiveness of solutions implemented to remedy them. Benchmarking and publicizing diversity data can also motivate organizations to set and reach diversity goals. However, it was noted that current publicly available numbers do not provide sufficiently detailed information or are lacking key metrics, and as a result do not accurately reflect the severity of the gender gap. Therefore, the group defined the following concrete steps:

1. *develop a set of metrics* for measuring diversity within an organization (with each organization developing their own "diagnostic" or adapting according to size);
2. *advocate* for organizations to adopt and to commit to these metrics;
3. establish a venue to *publish company data* using these metrics.

"Think big and bold"

2) *Encouraging women to be bold*: The importance of giving women the freedom to take risks and make mistakes was discussed at length. Actions proposed for developing this capacity included training, mentorship, and sponsorship programs, as well as sharing stories of successful women (role models) and diverse teams. Participants noted that the biggest rewards often result from risks taken.

3 CALL TO ACTION: NEXT STEPS

The participants each committed to taking at least one concrete action that emerged from the meeting (ref. Appendix), and to report on their progress at the next round table in approximately 6 months (May/June 2016). To ensure progress in developing a set of metrics for measuring diversity, a working group was established. Separately, a steering committee was formed to help plan and facilitate the next event.

Working group members:

- Lesley Slaton Brown, HP Inc.
- Andrea Goldsmith, Stanford University
- Catherine Li, Wells Fargo & Co.
- Gitanjali Swamy, IoTask

Steering committee members:

- Janet George, SanDisk Corp.
- Tsu-Jae King Liu, UC Berkeley
- Belle Wei, San José State University