Go Beyond “Add Women and Stir”

Improve Gender Equity in Your Organization

November 19, 2013
3pm
Questions & Discussion

Host: Liz Litzler, PhD – Director of Research, University of Washington Center for Workforce Development; WEPAN Secretary

Moderator: Jada Lewis – Assistant Dean for Diversity Programs, Louisiana State University; WEPAN Professional Development Committee

Speaker: Patricia Deyton – Dean for Graduate Programs, Director for the Center for Gender in Organizations, Professor of Practice, The Simmons School of Management, Boston MA

Speaker: Beth Holloway, PhD – Director of the Women in Engineering Program, Purdue University, Past WEPAN President

Speaker: Isaura Gaeta – Director of the Global Program Office, Intel Corporate Affairs; WEPAN Industry Member at Large
General Info and Q&A

- The webinar uses Voice Over Internet. If your sound quality is not good, a teleconference line is available:
  - Phone: +1 (415) 655-0059 Access Code: 158-044-852
  - Audio Pin: Check your screen once you dial in.
- Participant microphones are muted for quality.
- Undock, expand “Questions” pane in control panel.
- We will stop for questions at the end of the webinar. Please post your questions during the webinar.
- Presenters will stay on the line for an additional 10 minutes after the webinar. We will open the microphones for you to ask them questions directly.
- Stay with us if we are temporarily disconnected.
- Download PowerPoint and link to recorded webinar at [www.wepan.org > Webinars].
WEPAN’s Core Purpose

• To propel higher education to increase the number and advance the prominence of diverse communities of women in STEM.
About WEPAN [www.wepan.org](http://www.wepan.org)

- **Core Values:**
  Knowledge, Collaboration, Inclusion and Leadership

- 880 members from 200 engineering schools, corporations, government and non-profits

- Support WEPAN’s work! Become a member, make a donation at [www.wepan.org](http://www.wepan.org)
Women in STEM Knowledge Center

www.wskc.org

Goal: Increase the number, scope and effectiveness of initiatives to advance women in STEM.

- Catalogued and fully cited resources-1,400+
  Research, reports, data and statistics, agenda papers, bibliographies, best practices,
- Online Professional Community
  Network, collaborate, identify experts, share information
• Four Frames for Gender Equity are the thematic areas
• New this year: Proposals, Not Abstracts/Papers
• Proposals now due: December 2\textsuperscript{nd}
Poll Question

Which of the following do you believe to be true about Women in Engineering?

- Women need to adapt to existing engineering culture
- Academia needs to adapt to attract and retain more women
- Industry needs to adapt to attract and retain more women
- Both need to adapt to attract and retain more women
- All of the above
Go Beyond “Add Women and Stir”

*Improve Gender Equity in Your Organization*

Patricia Deyton
Director & Professor of Practice
Center for Gender in Organizations
State of Play

• Women are well represented in middle of organizations
• Myths about “not enough women” in the pipeline are shattered
• Women remain behind in leadership roles in almost all types of organizations
• Serious inequity at all levels continues, e.g. the wage gap
Many theories about the causes of gender inequity in organizations
All have merit
Essential elements
Focus is on a particular definition or symptom

Based upon the work of D. Kolb, J. Fletcher, D. Meyerson, D. Merrill-Sands, R. Ely at the Center for Center in Organizations, Simmons School of Management
A Comparative Framework

• Three traditional approaches:
  – Frame 1: “Equip the Women”
  – Frame 2: Create Equal Opportunity
  – Frame 3: Value Differences

• A new framework addressing the complex role of gender in organizations:
  – Frame 4: Revision Work Culture
Frame 1: “Equip the Women”

- Individualistic – assumes rise and fall on own merits
- Gender taken as biological sex instead of social construct
- Assumes equal access to opportunities
- Assume women do not know the rules of the game – lack requisite training and skills
Goal of Frame 1: “Equip the Women”

- Gender equality achieved by minimizing differences through training and skill building
- Impact has been positive for many women

However:
- Rules of the game (organizational structures and policies) remain in place
- Gender inequity remains in place (State of Play)
- Change is very slow
Frame 2: Create Equal Opportunity

- Interventions are legalistic and policy based
- Address many essential elements of a fair workplace
  - More transparent hiring and promotion
  - Sexual harassment
  - Alternative career tracks
  - Work and family benefits
Goals of Frame 2: Create Equal Opportunity

- Increased recruitment, retention and promotion of more women
- Reduction in tokenism
- Are critical for gender equity

However:
- Gains above middle remain elusive
- Do not address need to change organizational culture
Frame 3: Value Difference

• Shifts from eliminating differences to valuing differences
• Conceptualizes gender in terms of socialized differences
• Masculine and feminine “ways of being”
• Acknowledges that “feminine” attributes are not recognized or valued in the workplace
Goals of Frame 3: Value Difference

- Places gender equity in a broader diversity initiative – gender as one of many important differences
- Promotes tolerance and understanding of differences
- Can lead to change in cultural norms

However:
- Does not challenge differential and hierarchical valuing of difference between the masculine and feminine
Frame 4: Revision Work Culture

• Address underlying systemic factors that lead to organizational inequity
• Gender in this frame is about the organization itself as inherently gendered
• Deeply held, often unquestioned, often unconscious behaviors and practices
Goals of Frame 4: Revision Work Culture

- Revision Frame 1: training in strategies to address gendered organizations
- Revision Frame 2: focus upon not just policies, but how they are in practice
- Revision Frame 3: challenge the assumptions of overly valuing masculine and under valuing feminine - look at the contribution to the final product
Goals of Frame 4: Revision Work Culture and Gendered Organizations*

Second Generation Gender Dynamics

• Gendered Jobs
• Gendered Work
• Gender and Leadership
• Gender and the Ideal Worker
• Gender and Social Capital

*Based upon the work of Ely and Meyerson
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Beth Holloway
Director of the Women in Engineering Program
Purdue University
The 4 Frames and Difference

- Frame 1: Equip the Women
  - Differences are not good; how can they be diminished?
- Frame 2: Create Equal Opportunities
  - Differences exist; create band-aids for the system to deal with them
- Frame 3: Value Differences
  - Differences are important; acknowledge them.
- Frame 4: Change the Culture
  - Differences are what make the organization successful
Many leaders of diversity efforts work extensively in Frames 1 and 3.

- Underrepresented groups in current culture still need support.
- But these frames don’t produce permanent and systemic change.

Consider how you can work in Frames 2 and 4.
Examples

• Moving from Frame 1 to Frame 4:
  – Outreach Strategy Change
  – From hosting 120 to reaching over 800 campers
  – From using female role models for girls to using female role models for girls AND boys
Examples

• Frame 2/4 Activity
  – Admissions Criteria Adjustment
    • Understand your data
    • Shifted paradigm about factors for academic success
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Engineering culture in Industry

- High Tech industry - fairly quick adopters of traditional approaches – the first 3 frames
  - “ Equip the Women” training
    - Mentoring and coaching
    - Intel’s Command Presence example
    - Lean In communities
  - Create Equal Opportunity – legislated, work policies
  - Frame 3: Value Differences
    - Women’s affinity groups
    - Diversity days

WEPAN
Women in Engineering ProActive Network
Engineering culture in Industry

- Dominant culture is still “masculine”
  - Competitive, assertive
  - Single-tasked
  - Professionals “live to work”
- Innovative cultures include “feminine” attributes
  - Collaborative, empathetic
  - Concerned about user experience of products
- Evolving work culture will improve experience of technical females and also help the bottom line
Asking Questions and Discussion

- Participant microphones are muted for webinar quality.
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Questions & Discussion

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Thank You for Attending
We Hope You Enjoyed the Webinar!

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- Share with your colleagues!
- Survey following the webinar—please respond!
- Support WEPAN—become a member - make a donation at [www.wepan.org](http://www.wepan.org)
- Pay a personal tribute to someone who has made a difference to women in engineering
- Thank you for attending today!