WEPAN
Women in Engineering ProActive Network

Transforming Culture in Engineering Education

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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

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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

- **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**

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 2nd

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

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State of Play

- Women are well represented in middles 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

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Making Change: A Framework for Promoting Gender Equity*

- 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

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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

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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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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

Using the 4 Frames

- 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

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Examples

- Frame 2/4 Activity
  - Admissions Criteria Adjustment
    - Understand your data
    - Shifted paradigm about factors for academic successs

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Director of the Global Program Office
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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

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28

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

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Asking Questions and Discussion

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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**

- **Pay a personal tribute to someone who has made a difference to women in engineering**

- **Thank you for attending today!**

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