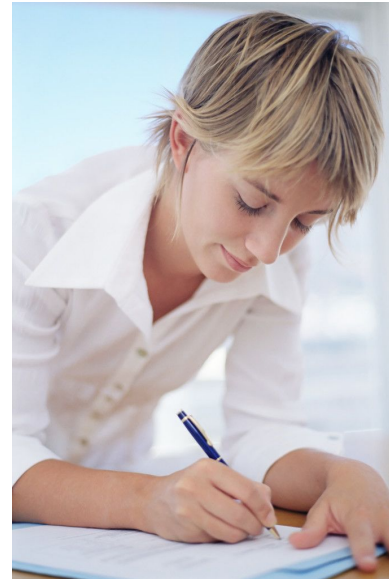Global
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Women Talk Tech

A place for technical women to talk shop

Before You Sign the Offer…

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STEM Diversity consultant

October 12, 2012

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There is more to job hunting than title and salary

- Most advice focuses on position and negotiation

- Each company you work for is a building block of your career and matters.

- Research has documented significant barriers for women in tech that are grounded in company culture such as isolation, lack of access to networks, bias and stereotyping, work-life conflict, untrained managers.

- What you look for in a company also depends on where you are at in your career and what your goals are.

- It's not just about them interviewing you….. It's about you interviewing them!

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Elements of culture vs. your career goals

Career Goals

- Colleagues, Community
- Manager
- Work-Life Fit
- Growth
- Support
- Advancement
- Location

When looking keep in mind

1. You are in charge of your career.

2. Finding the right employer for you means looking for the right fit for you.

3. Elements of culture needs to align with your career goals.

4. Some cultures are more incusive than others.

5. More than about resume building, titles, or salary.

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1. Start at the core: What are your career goals?

What you need to find the right employer for <u>YOU</u>: All the questions should be grounded in your career goals.

Exercise: What is the vision/dream you are trying to achieve?

- In five years I want to…
- **Is this offer taking you closer to this vision? How will you get the appropriate opportunities to get there?**
  - Not about being rigid: Many ways to get from here to there

Examples: in 5 years…

I want to start my own company
  - Will I learn P&L, marketing a tech product, running a business unit?

I want to master mobile app development
  - Will I learn programming for mobile platforms?

I want to lead an R&D team
  - Will I be a part of a cutting edge R&D team with a strong leader?

I want to achieve tenure at a research institution
  - Will I be on the tenure track with the right support for research?

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Be specific about your career goals and ask questions beyond the job description!

- Q: How do you know what is on the job description is really what your job will be?

- A: You don't! Some job descriptions are far removed from reality…

  - Examples:
    - Re-orged before start date
    - Title ≠ responsibility
    - Not enough resources to deliver
    - A project with low visibility or considered "dead end"
    - The "glass cliff"

    The above situations can work if:
    - they are in line with your career goals
    - you know what you will get out of it to further your goals

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2. Growth opportunities

Is this offer offering the growth opportunities you need to achieve your vision?

Sheryl Sandberg, COO, Facebook: "all that matters is growth"

Consider:
- Is this company growing or downsizing?
- Is it innovating in new markets?
- Is it using legacy tech or developing on new platforms and with new methods?
- Will you get the opportunity to work on growing areas?

How to find out:
- Ask interviewing team
- Seek out connections who work there
- Online communities
- Google Alerts!

3. Colleagues and Community

Colleagues: Who will you be working with?

- Team composition and diversity
    - Look for diverse teams:
        - Being the only woman on a technical team = isolation and unconscious bias
        - The power of 3
        - Signal: Is there a woman on the interviewing team?

- Team culture and effectiveness in leveraging diversity
    - Do they trust each other?
    - Are they encouraged to openly discuss ideas?
    - How is conflict handled?
    - How are different points of views considered? Is it about the "loudest voice"?

Ask to speak to a few team members on a 1/1 basis during the interview process
Pay attention to what other women are saying…
Extreme example: "don't come work here"

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Community

What is the social fabric of the company?
How are technical women supported?

Women in tech **commonly experience isolation and lack of access to influential networks:**

- Is there a women's network? What about a technical women's group?
- What are some of the opportunities for networking?
- What kind of social events are common? <u>How inclusive are they</u>?
    - Videogaming or career talks?
    - Bar hopping after hours or networking during work hours?
- Is there a mentoring culture?

How to find out:
-Seek out and talk to others who work at the company/institution
-Linked In
-Glassdoor
Remember to engage in the networking once you start!

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Don't wait to find out about the advancement process at this company/institution
- A key indication of culture

First marker: is there diversity at the top in technical roles?
- Executive team: women not limited to HR/Legal/Finance roles?
- Top Technologists and technical contributor roles
- If they don't have women in top technical roles, what are they doing about it?

Tools to consider:
- Executive profile webpages
- Patents
- Ask to talk to specific people about diversity strategy

Culture vs. promotion process

Type of culture	Consequences on promotion
Tenure driven versus results oriented	Clock in your years vs. achieve something measurable
Collaborative versus competitive	Are people stack-ranked against one another or is team work recognized?
Hierarchical versus flat	Is advancement tied to title or lateral moves?
Employee centric versus Wall Street centric	Are managers accountable for employee engagement and advancement? How are they accountable for diversity?

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The ideal combination…

Employee centric + collaborative + results oriented = more innovative, more inclusive

Where to look for information:
- Glassdoor
- Ask to connect to people on LinkedIn
- Social networks
- Best Companies to work for
- Talk to lots of people

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Companies that pay attention to technical women pay attention to supporting them

- Networking
- Opportunities for mentoring, role models, sponsorship
- Professional development opportunities

Fouad and Singh (2011) study of women engineers – workplace support key predictor of remaining with an employer.

How to find out:
- Ask others who work there
- Ask hiring manager about professional development
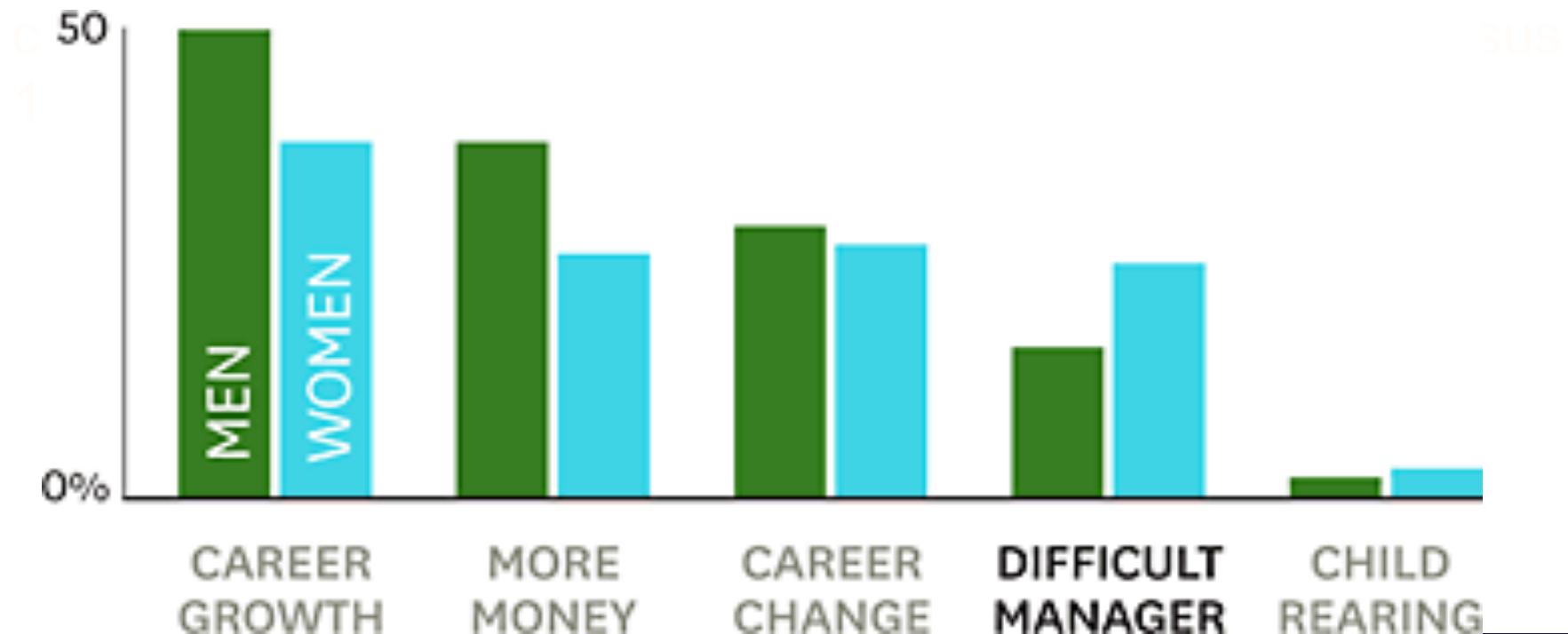- Pay attention to benefits and programs and use them

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"People join organizations but leave managers" – Curt Coffman in *First, Break all the Rules*.

• HBR study, women in early career– 25% leave job because of a difficult manager, versus 16% of men.

Technical women are no different:

Fouad & Singh, Stemming the Tide, 2011

"While organization's systems, policies, and actions mattered a great deal, the _micro- climates _ at work, characterized by supervisors and colleagues who supported or undermined, also exercised a profound influence on women engineers' satisfaction, commitment, and ultimately, their desire to leave the company and/ or the profession."

Examples… note taking.

How to find out:
- Talk to others who have worked for this manager: do they recommend him or her?
- How much turnover has there been in this team?

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7. Work-life fit

- It's not just about whether you have children or not…
  - Will this company support your work-life fit needs?
    - Book by Cali Williams Yost: Work+Life

- What are your current work-life fit needs?
  - Family and dependent care
  - Partner career
  - What you need to feel fulfilled in terms of community, family, and work.

- Questions to ask (not for the hiring manager!)
  - Is this a face time culture? How much flexibility is there?

  - Jerri's example: beds to sleep at company
  - Jean's example: after hours expectations

Work-life fit (2)

- Work-life is key factor in turnover regardless of your career stage or family responsibilities – pay attention to it early.
    - Is this a 21st century organization or a 20th century organization? Related to culture valuing diversity.

- Plan ahead. Shouldn't be a surprise to you or your employer that life happens!

- US is only industrial country without paid parental leave
    - This makes you completely dependent on having an employer who gets it
    - Be careful how you ask… flex stigma and motherhood penalty.

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- Often not asked but important
  - Being in a branch location can mean a very different experience
  - Example: India branch of US company versus India headquarters of Indian Company

- Questions to ask:
    - How is your project visible in the rest of the organization?
    - What are the opportunities for advancement at this location?
    - Is moving a pre-requisite for long-term advancement?
    - Local support for women?

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Review

1	Career Goals
2	Growth Opportunities
✓ **3**	Colleagues and Community
4	Opportunities for Advancement and Advancement Process
5	Support
6	Manager
7	Work-Life Fit
8	Location

Your Logo

Questions?

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(2) **Women Talk Tech**
Use these webinars as discussion points in your community. Share with others who might be interested in the topic.

(3) **Voices Conference**
Have your organziation, group or team present a topic at the Voices Conference. Be part of the global discussion.