EVERYTHING I KNOW ABOUT LEADING DIVERSE TEAMS I LEARNED FROM ROLLER DERBY

Meg Ward
Associate Director, Development
IHS Markit
@heisenfeature
GROUND RULES

Vote with Your Feet
• If you do not feel like you are receiving value from or adding value to this session, use your two feet to respectfully move onto something more meaningful.

Respect other’s experiences
• Believe the experiences of others, especially if it’s outside of and/or contradicts your own personal experience

People may share personal stories/experiences
• Unless you have their explicit permission, do not share these stories elsewhere

Be mindful of interrupting
• Leave space in the conversation for all opinions
AGENDA

Who Am I? → What is Roller Derby and Why Should I Care?

Every Team Is Different Every Day → Inclusive Culture Starts at the Top

One Minimum Skills Requirement (MSR) to Rule Them All → Wrap up & Q&A
<table>
<thead>
<tr>
<th>MEG WARD</th>
<th>18+ years software development on everything from C++ on HPUX to C#/ASP.Net/SQL end to end applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASSOCIATE DIRECTOR, DEVELOPMENT</td>
<td>Software Development Manager of a team of 3 white women, 1 woman of color, 7 white men, and 2 men of color</td>
</tr>
<tr>
<td>IHS MARKIT</td>
<td>Skating derby for almost four years</td>
</tr>
<tr>
<td>@HEISENFEATURE</td>
<td>Spend entirely too much time poring over ways to improve my team, improve our outcomes, improve the industry overall</td>
</tr>
</tbody>
</table>
WHAT IS ROLLER DERBY?

And Why Should I Care?
<table>
<thead>
<tr>
<th>Agile</th>
<th>Derby</th>
</tr>
</thead>
<tbody>
<tr>
<td>Started out as an idea by a small group of people, grew over the years</td>
<td></td>
</tr>
<tr>
<td>Driven by the agile teams themselves</td>
<td></td>
</tr>
<tr>
<td>Everyone adopts agile slightly differently to meet their team’s needs</td>
<td></td>
</tr>
<tr>
<td>Modern women’s roller derby got its start in the early 2000s.</td>
<td></td>
</tr>
<tr>
<td>Leagues form as businesses run by the athletes themselves.</td>
<td></td>
</tr>
<tr>
<td>Of the skater, by the skater, for the skater</td>
<td></td>
</tr>
<tr>
<td>Roller derby leagues create their own unique identities and adapt their structures to reflect their local communities.</td>
<td></td>
</tr>
</tbody>
</table>
CULTURE STARTS AT THE TOP

Why building and modelling an inclusive culture is your job
DIVERSITY STATEMENTS ARE WORKING AGREEMENTS FOR YOUR TEAM CULTURE

Lead

Follow

But don’t get out of the way
DIVERSE TEAMS ADD VALUE

They Focus More on Facts

They’re Also More Innovative

They Process Those Facts More Carefully

https://hbr.org/2016/11/why-diverse-teams-are-smarter
OVERVIEW OF DIVERSITY STATEMENTS

• Define what diversity and inclusion mean to you/your team/the company as a value
• State whose responsibility it is
• Describe how issues and concerns will be addressed
• Can resemble a code of conduct rather than just a statement
• May consist of both a more general statement on diversity and inclusiveness and a more specific gender-targeted statement
GROUP EXERCISE #1

- Compare and contrast the diversity statements
  - 2 minutes – read the prompts, think about them
  - 2 minutes – talk in pairs
  - 4 minutes – talk in table groups
  - 3 minutes – share findings with the room
WHAT CLICKED FOR YOU?

Did you prefer any one statement over the other?

What statements could you see yourself endorsing?

Does length make a difference?
WHAT SHOULD A LEADER DO?

Learn
Define your values
Be Accountable
Watch your own behaviors
Act to Improve
EVERY TEAM IS DIFFERENT EVERY DAY

People are not fungible and bring their lived experiences to the team
“YOU WILL NEVER BOUT WITH THIS EXACT TEAM AGAIN.

Damage’s Corollary"
SMALL GROUP DISCUSSION

- Using the prompt on the next slide, the discussion will be timed as follows:
  - 1 minute – think about it
  - 2 minutes – talk in pairs
  - 4 minutes – talk as a group
  - 3 minutes – whole room discussion

THINK ABOUT YOUR TEAM (OR A TEAM YOU’VE WORKED ON)

• How are they similar?
• How are they diverse?
• What do their lived experiences bring to the table every day?
TYPES OF DIVERSITY
(A PARTIAL LISTING)
WAYS TO ACKNOWLEDGE DIVERSITY AS A LEADER

Model and enforce psychological safety

Be sensitive to accommodations your team may need

Clarity of accountability and responsibility, equitable treatment for all

Recognize people as individuals and not stereotypes
ONE MINIMUM SKILLS REQUIREMENT (MSR) TO RULE THEM ALL

Removing biases from your recruiting, hiring, and evaluation practices
GROUP EXERCISE #2

• Read the profiles given and decide which team member will lead your important, high visibility, new project.
  • 3 minutes – read the prompts, put a dot on the flipchart for who you would pick
  • 4 minutes – as a group, talk about who you would pick and why
  • 3 minutes – highlights from each table’s discussion
HOUSTON, WE HAVE A PROBLEM
Men are 30% more likely than women to be promoted from entry level to manager.

https://womenintheworkplace.com/
Men are offered an average of 4% higher salaries than women for the same job and the same company 63% of the time.

More than half of women know they’ve been paid less than men in similar roles in their careers.

Hispanic and black women make approximately 90% of what white males do.

https://hired.com/wage-inequality-report
One-in-five STEM workers who say their race has hampered their success cite treatment from coworkers as a reason.

Among the 13% of those in science, technology, engineering and math jobs who say their race or ethnicity has made it harder for them to succeed in their job, % who say each of the following are reasons:

<table>
<thead>
<tr>
<th>MOST COMMON TYPES OF RESPONSES</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Treatment by coworkers</td>
<td>19</td>
</tr>
<tr>
<td>Affected by reverse discrimination</td>
<td>19</td>
</tr>
<tr>
<td>General bias against racial and ethnic minorities</td>
<td>14</td>
</tr>
<tr>
<td>Hiring, promotion and salary barriers</td>
<td>12</td>
</tr>
<tr>
<td>Unwelcoming workplace environment</td>
<td>9</td>
</tr>
</tbody>
</table>

THE BOTTOM LINE

Unfair treatment and turnover costs companies $16 billion per year

HIRING

Start at the beginning to build a more diverse team
WORD CHOICE MATTERS

01 Use gender neutral titles
02 Check your pronouns
03 Avoid (or balance) your use of gender-charged words
04 Avoid superlatives

https://glassdoor.com/employers/blog/10-ways-remove-gender-bias-job-listings/
### CHECK YOUR REQUIREMENTS

<table>
<thead>
<tr>
<th>Identify</th>
<th>Eliminate</th>
<th>Evaluate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify what is nice to have versus required</td>
<td>Eliminate the nice to haves</td>
<td>Reconsider your major requirements</td>
</tr>
</tbody>
</table>

https://glassdoor.com/employers/blog/10-ways-remove-gender-bias-job-listings/
“Interviewers don’t realize that they’re bad at judging how much a question tests intelligence and how much it tests non-essential familiarity with particular concepts from the interviewer’s expertise.”

https://medium.com/@racheltho/how-to-make-tech-interviews-a-little-less-awful-c29f35431987#.q4qb5cd6
H ave a standard rubric

Assign point values and equivalent values for items like:

- Degrees
- Job titles
- Skills/Experience

Use it for all candidates equally:

- Use rubrics for intangibles like “likeability”
- Remove identifying details from skills tests
- Do not fast track candidates known to you or your team personally
Realize that not everyone has the same commitments outside of their job

Only send exercises to people already pre-screened for in-person interviews

Be prepared to provide accommodations for disabilities

The exercises should resemble the work
KEY POINTS

**Do**

- Experiment with the wording of job listings by removing adjectives closely associated with a particular gender.

- Ask candidates to take a work sample test — it’s useful in comparing applicants and it’s an effective predictor of future job performance.

- Control for your personal feelings about a particular candidate by giving likability a numerical score.

- Use a diverse hiring/interviewing panel

https://hbr.org/2017/06/7-practical-ways-to-reduce-bias-in-your-hiring-process
Don’t

Engage in unstructured interviews. Instead, standardize the interviews process by asking candidates the same set of defined questions.

Allow surface demographic characteristics to play into your resume review. Use a software program that blinds that information and ensures a level playing field.

Neglect to set diversity goals. Be sure to track how well you’re doing on them.
REVIEWING PERFORMANCE

The good, the bad, and the really ugly
“Constructive feedback on your performance as a feature crew tester can be summed up by saying that you still have some skills to continue to develop.”

“You can come across as abrasive sometimes. I know you don’t mean to, but you need to pay attention to your tone.”

“There were a few cases where it would have been extremely helpful if you had gone deeper into the details to help move an area forward.”

“Your peers sometimes feel that you don’t leave them enough room. Sometimes you need to step back to let others shine.”
Women’s evaluations contain nearly twice as much language about their communal or nurturing style — e.g., "helpful" or "dedicated."

Women, on the other hand, receive 2.5 times as much feedback related to their aggressive communication style.

Men are more than three times more likely to hear feedback related to a general business outcome.

Women’s evaluations contain 2.39 times the amount of references to team accomplishments, as opposed to individual ones.

Men hear nearly twice as many references to their technical expertise and their vision.

Managers are nearly seven times more likely to tell their male employees that their communication style is too soft.

OTHER KINDS OF BIASES

• Horns and Halos – X person or type of person is naturally good or bad at their job
• Purposeful Bias – the review is set out to sabotage an employee
• Appraisal bias – a one size fits all template fits no one
• Self – employees often perform to their reviews – good or bad
• Recency – weighting recent behavior over the overall pattern

SMALL GROUP DISCUSSION

• Discuss the following questions:
  • What are metrics or rubrics you’ve used in your own career?
  • Are there areas where you could improve your impartiality?

• Timing
  • 1 minute – think on your own
  • 2 minutes – discuss in pairs
  • 4 minutes – discuss in your group
  • 3 minutes – highlights from each table
Reducing the role of human perceptions and biases in decision making
HAVING CONSISTENT METRICS MATTERS

• Everyone has biases – conscious and unconscious – and our feelings about a candidate, a colleague, or a direct report can influence how we evaluate them.

• Having consistent, equitable, and objective metrics takes this bias out of the process.

• How do we define a good metric?
15.1 T-Stop

15.1.1 Balancing weight on one leg, other foot is turned at a 90° angle so the heel or arch of the turned foot is aligned with the heel of the other foot.

15.1.2 Maintaining balance on one leg, applies smooth pressure with the turned foot using the two outside wheels, the two front wheels or all four wheels (does not use only the two inside wheels).

15.2 Plow stop

15.2.1 Turns one or both feet so toes are pointing in and heels are pointing out.

15.2.2 Upon completion of stop, feet are in a position that would allow resumed skating (feet are not spread so wide apart skater must adjust stance before resuming skating).

Other Skating Skills

16.1 Performs one-foot glides with each foot for the length of the track turn and straightaway with good balance.

16.1.1 In low stance with one foot completely off the floor, able to balance weight over the other foot for at least five seconds.

16.1.2 Maintains speed sufficient to complete glide and does not flail limbs.
# Example Database Developer Requirements

<table>
<thead>
<tr>
<th>Objective Name</th>
<th>Measure of Success</th>
</tr>
</thead>
</table>
| Deliver technical solutions to create business value| Key contributions to consider:  
* Skillful selection & application of appropriate tools and technology  
* Productive construction of databases and software solutions that meet business requirements  
* Design and implementation of appropriate architectures  
* Holding oneself accountable for delivery  
Expectation: Self-Directed, Feature Scope |
| Partner with customer stakeholders to create business value | Key contributions to consider:  
* Understanding customer needs and designing solutions to meet them  
* Providing useful estimates to support release planning  
* Agility – delivering highest value software and data in small increments  
* Responsiveness – addressing urgent customer issues in a timely manner  
Expectation: Self-Directed, Feature Scope |

This example courtesy of Andrew Tuttle and Todd Little
TWO TYPES OF SCALES

Competency
- Consistently Observed
- Observed
- Sometimes Observed
- Needs Improvement

Objective
- Goal Achieved
- Active Goal
- Goal not met
- Goal deferred

http://employee-performance.com/blog/the-traditional-rating-scale-needs-improvement/
**SMALL GROUP DISCUSSION**

| Timing          | 1 minute – think about it  
|                 | 2 minutes – discuss in pairs  
|                 | 4 minutes – discuss in groups  
|                 | 3 minutes - highlights from each table |
| Evaluate        | Are these metrics enough? |
| Use             | Could you apply something similar on your team? |
| Expand          | What else could you objectively measure? |
PRACTICAL STEPS TO GOOD REVIEWS

• Define - create your criteria with specific results and apply to all employees at the same level
• Equalize – when evaluating people with similar roles pay attention to where a skill may be missing or you’re overlooking the presence of it
• Invest – consider investing in a year round crowdsourcing system to gather feedback
• Be specific – set a goal to discuss three specific outcomes with all employees
• Tie to outcomes – if you can’t tie feedback to something specific then don’t give it
• Train – train your appraisers to give specific feedback on mutually agreed upon criteria
Let me explain...
It is up to leaders to define the culture of their teams and the team’s willingness to be open to diversity and inclusivity.

Model the behavior you want to see in the world/your team.
DON’T THINK OF DIVERSITY AS LIMITED

There are more things in heaven and earth, Horatio, Than are dreamt of in your philosophy.
- *Hamlet* (1.5.167-8), Hamlet to Horatio
COUNTERACT BIAS WITH METRICS

• The more you can standardize your interviewing, hiring, and appraisal processes with consistent objective standards and metrics that are applicable to comparable levels and jobs, the less room there is for bias to creep in.

• Keep metrics on your progress – start with where you are, identify where you would like to go, and make a plan to get there.
THANK YOU!

Additional questions or comments?
APPENDIX
AKA all the slides I had to cut out for time
RESOURCES

• Hiring
  - https://nytimes.com/2016/02/28/magazine/is-blind-hiring-the-best-hiring.html?_r=0
  - https://medium.com/@racheltho/how-to-make-tech-interviews-a-little-less-awful-c29f35431987#.q4qbf5cd6
  - https://huffingtonpost.com/entry/workplace-diversity-gap-impacts-lgbt-disability-communities_us_5a0da117e4b006a16b01f180
  - http://outandequal.org/2017-workplace-equality-fact-sheet/
  - https://hbr.org/2016/02/a-scorecard-for-making-better-hiring-decisions
RESOURCES

• Retention/Evaluation
  • http://fortune.com/2014/08/26/performance-review-gender-bias/
  • https://hbr.org/2016/04/research-vague-feedback-is-holding-women-back?referral=03758&cm_vc=rr_item_page.top_right
  • https://hbr.org/2016/04/research-vague-feedback-is-holding-women-back?referral=03758&cm_vc=rr_item_page.top_right
  • http://employee-performance.com/blog/how-to-avoid-the-5-most-common-employee-appraisal-biases/
WHAT IS ROLLER DERBY?

• It is a game that pits two teams of 14 players against each other, skating anti-clockwise around an oval track. Each team has 5 players on track at a time, 4 blockers and 1 jammer.

• Jammers are identified by the stars on their helmets and they score points by trying to overlap opposing players. It is up to the blockers to negate this by stopping opposing jammers passing them, preventing points being scored.

• The sport is predominately played by all-female squads, but also has a growing number of male, unisex and junior teams; showing how much the sport is expanding.

There are fewer Fortune 500 CEOs who are women (4.1%) than who are named David (4.5%) or John (5.3%) – two single male names outnumber an entire gender.

http://www.nytimes.com/2015/03/03/upshot/fewer-women-run-big-companies-than-men-named-john.html?_r=0
40% of people think there’s a double-standard against hiring women – both men and women are more likely to hire men over women.

http://fortune.com/2015/01/15/how-corporate-america-is-tackling-unconscious-bias/
Although GPA matters little for men, women benefit from moderate achievement but not high achievement. As a result, high achieving men are called back significantly more often than high-achieving women—at a rate of nearly 2-to-1.

(April 2018 issue of SAGE, the journal of the American Sociological Review)
But more women, of all ages, are in junior positions

The tides are turning. But there’s one fact that’s hard to ignore: Women are by far more likely to be in junior positions than men...regardless of age.

In fact, over 20% of women over the age of 35 are still in junior positions.

* For clarity, we defined junior developers as Level 1 software engineers. Senior developers are grouped as anyone with the title of senior, manager, director, VP or C-level.

Only 5 out of all Fortune 500 companies have African American CEOs.

1-in-8 Americans say their race or ethnicity has made job success harder

% of employed adults who say their race or ethnicity has made it harder to succeed, made it easier to succeed, or not made much difference

- Harder
- Not made much difference
- Easier

All employed
- 13% Harder
- 70% Not made much difference
- 15% Easier

Among those in STEM jobs
- White: 5% Harder, 71% Not made much difference, 22% Easier
- Black: 40% Harder, 51% Not made much difference, 9% Easier
- Hispanic: 19% Harder, 68% Not made much difference, 13% Easier
- Asian: 31% Harder, 66% Not made much difference, 2% Easier

Among those in non-STEM jobs
- White: 5% Harder, 77% Not made much difference, 16% Easier
- Black: 36% Harder, 57% Not made much difference, 3% Easier
- Hispanic: 22% Harder, 59% Not made much difference, 16% Easier
83% of tech executives are white

One in four LGBT employees report experiencing employment discrimination in the last five years.

Nearly one in 10 LGBT employees have left a job because the environment was unwelcoming.

8 percent of LGBT employees report that discrimination negatively affected their work environment.

LGBT employees who make it into senior management are much more likely to be out than closeted: 71 percent compared to 28 percent of their closeted counterparts.

The Transgender unemployment rate is three times higher than the national average.

Over one quarter (27%) of transgender people who held or applied for a job in the last year reported being fired, not hired, or denied a promotion due to their gender identity.

More than three-quarters of transgender employees take steps to avoid mistreatment in the workplace.
“A discrepancy exists between employers’ willingness to hire persons with disabilities and actual hiring practices. That is, while most employers say they are willing to hire PWDs [people with disabilities], employment statistics suggest that their behavior is not consistent with their attitudes.”

Even as diversity and inclusion programs become more commonplace, most organizations have not made significant progress when it comes to providing opportunities for disabled individuals.
• Does it adequately reflect the reality of your company?
• Would you want to work for the company/position as described?
  • Run the listing by other people with different backgrounds/perspectives at the company as well
  • Do they see anything that would prevent them from applying if they were qualified?

Your job listing provides the first impression of your company’s culture

https://glassdoor.com/employers/blog/10-ways-remove-gender-bias-job-listings/
Many companies make the mistake of hiring to fit the current internal culture versus adding to it

Be aware of the potential issues with internal recommendations

Beware falling into the trap that just because you may have background in common with the potential hire, they may still not be the right fit

One way to broaden your interview pool is to “pair” resumes – two women, not one; two unusual or foreign names, not one – this can help bypass unconscious bias
BLIND REVIEWS

Remove all identifying characteristics from resumes before sharing them for evaluation

- Lessen the ability for unconscious bias to play out

This could include

- Name
- Gender
- Age
- Education
- Years of experience
- Any potential disabilities

This is not a magic bullet

- Your team’s culture needs may vary.
- However, when implemented in orchestras, the number of women and minorities hired increased exponentially.
HAVE A STANDARD RUBRIC

Assign point values and equivalent values for items like:

- Degrees - A Bachelor’s degree is often considered roughly equivalent to 5 years experience, and a Master’s to 7
- Job titles – these vary widely by companies, and as prior stats show women and minorities can be under titled or leveled for their skillsets
- Skills – If someone has X years in technology Z, which is similar to technology A, you may want to consider counting that as some portion of equivalent experience

Apply the same rubric to all of the candidates – regardless of how the candidate’s resume came to you

- Do not change the weighting of experience based on your perception of the candidate
- Consider removing identifying details from coding or other tests to ensure unconscious bias does not creep in
- Ask a standard, pre-determined set of questions of all candidates
Do not have an elite candidate “fast track”

Treat candidates who are known to you or your team or are ‘strangers’ equally
| Horns and Halos Effect | The horns and halos effect is a common phenomenon noted in many business situations. Essentially, it refers to the habit that managers have of assuming that a particular employee is naturally good or bad at his job. This perspective is usually based in personality clashes and other factors that do not actually indicate job performance. Once the manager has decided on a certain viewpoint of an employee, that manager naturally looks for information to back up that viewpoint, rather than letting data on the employee form perspectives. This influences performance appraisals and other types of reviews. |
| Purposeful Bias | In rarer cases, manager bias in performance reviews is not a natural “filling in” of previous expectations but is instead purposeful sabotage. This occurs when a manager feels threatened by an employee who shows talent, defiance of business orders or ambition to reach a higher level in the business. To protect their own positions or keep negative opinions from reaching higher levels of the hierarchy, these managers give employees poor appraisal scores. |
### OTHER TYPES OF BIASES

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Appraisal</strong></td>
<td>In many instances, the appraisals themselves are biased toward a particular type of position. Many companies use only one type of appraisal form, but one form rarely applies well to every type of employee. For instance, a form that emphasizes creativity and communication allows an employee in marketing to score very well but an employee in production to score poorly, based simply on the requirements of the different positions.</td>
</tr>
<tr>
<td><strong>Self</strong></td>
<td>Employees can also suffer from a type of self-fulfilling prophecy. In general, if performance appraisals show that an employee is performing very well, that employee will continue to perform well and could even perform better. If the review shows poor performance, the employee will continue to perform poorly. Like the managers themselves, employees tend naturally to change to fit the perception that the performance review creates.</td>
</tr>
<tr>
<td><strong>Recency</strong></td>
<td>Likely the most common culprit of inaccurate performance ratings, recency bias occurs when either recent trends and patterns in behavior and performance overshadow past actions, or when it is assumed that those trends will continue. This type of bias is happening right now – look behind you! Ok, it isn’t that easy to spot but it isn’t a surprise that when evaluating employees, managers are less likely to remember specific accounts from 8 months ago. This is a dangerous bias because key examples and milestones achieved at the beginning of the year should be factored into formal reviews as much as what happened last week.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Consistently Observed</th>
<th>This competency is observed on a constant basis; everyone in contact with this person would observe excellence in this area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Observed</td>
<td>This competency is observed, please continue to focus on it so that it is observed constantly without exception</td>
</tr>
<tr>
<td>Observed Sometimes</td>
<td>The competency is observed on an infrequent basis, there is a clear development opportunity here</td>
</tr>
<tr>
<td>Seldom Observed</td>
<td>Needs Immediate Improvement</td>
</tr>
<tr>
<td>Goal Achieved:</td>
<td>All milestones and success measures have been achieved</td>
</tr>
<tr>
<td>-----------------</td>
<td>-----------------------------------------------------</td>
</tr>
<tr>
<td>Active Goal:</td>
<td>The goal is still in progress, some milestones may have been achieved</td>
</tr>
<tr>
<td>Goal Not Met:</td>
<td>Timeframe for Goal has been met; however, some or all milestones and success measures have not been met</td>
</tr>
<tr>
<td>Goal Deferred:</td>
<td>For timing or business reasons, this goal has been deferred</td>
</tr>
</tbody>
</table>

OBJECTIVE-BASED SCALE

http://employee-performance.com/blog/the-traditional-rating-scale-needs-improvement/
PRACTICAL STEPS FOR GOOD REVIEWS

Define

• Outline the criteria used for evaluation – include specific results that would denote mastery. Use the same criteria for all employees at this level.
• Develop an appraisal scale that specifies what an employee must start doing, stop doing, or continue doing by tenure and project cycle.

Equalize

• When evaluating people in similar roles, equalize references to technical accomplishments and capability. Notice when detail is lacking for a particular employee and make an extra effort to determine whether something, either a skill or a developmental need, has been missed.
• Strive to write reviews of similar lengths for all employees. This helps ensure a similar level of detail — and therefore of specifics — for everyone.
PRACTICAL STEPS FOR GOOD REVIEWS

**Invest**

- Invest in systems that crowdsource and continually collect data about the performance of people and teams. Crowdsourcing performance data throughout the year yields even better insights about your staff.

**Be Specific**

- Set a goal to discuss three specific business outcomes with all employees. Dig deeper or ask the employee or their peers to provide more details when you cannot.
PRACTICAL STEPS FOR GOOD REVIEWS

- **Tie to Outcomes**
  - Systematically tie feedback — either positive or developmental — to business and goals outcomes. If you find yourself giving feedback without tying it to outcomes, ask yourself whether you can further tie the feedback to specific result.

- **Train**
  - Train appraisers to give feedback about specific criteria that the employer and employee agree to. The resulting appraisal of the person on these criteria is then perceived as fairer.
01 Men are offered higher salaries than women for the same job at the same company 63% of the time

02 Women are offered 4% less than men on average for the same role at the same company

03 More than half of women know they’ve been paid less than men in similar roles throughout their careers

04 San Francisco has the smallest gender wage gap

05 The education technology industry has the largest gender wage gap

06 The gender wage gap grows as tech workers get older

07 Hispanic and Black women are offered 90 cents for every dollar white men earn

08 LGBTQ+ women are offered more money than their non-LGBTQ+ counterparts
Diversity efforts could net the IT industry an extra $400 billion in revenue each year

There are half as many African Americans and Hispanics in tech as in the rest of the private sector

EXPRESS YOUR COMMITMENT

If your company values are well-defined and promote diversity, infuse the concepts into your job descriptions, or list them out.

Promote volunteer and employee activities.

State your family-friendly benefits.

https://glassdoor.com/employers/blog/10-ways-remove-gender-bias-job-listings/
<table>
<thead>
<tr>
<th>Seek out new places to post your ads/share your ads</th>
<th>Are there special interest groups within your company? Your city? Your specific technical niche?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Share on social media, and ask your team to share as well</td>
</tr>
<tr>
<td></td>
<td>Reach out to local colleges and technical boot camps</td>
</tr>
</tbody>
</table>
BLIND REVIEWS

Remove all identifying characteristics from resumes before sharing them for evaluation.

Including but not limited to name, gender, age, education.

This is not a magic bullet.
MAKE YOUR INTERVIEWING TEAM DIVERSE

Women are more likely to accept a job offer when interviewing with at least one woman.

Having a wide variety of backgrounds, experiences, etc. on your interviewing team ensures that all candidates are evaluated from a variety of lenses.

If you do not have a diverse team, be honest, and be prepared to discuss how you’ll support a new hire.