

Women in Technology:

Leaders of Tomorrow

accenture

EVOLVED EMPLOYER  **the glasshammer**
smart women in numbers



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We would like to thank the readers of The Glass Hammer for their candid and detailed responses to our Women in Technology survey. We would also like to thank Accenture for sponsoring our research and making this report possible.

A note about our charts: measures may not add up to exactly 100% due to rounding.

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Developing Future Leaders



Greetings,

As CEO of Evolved Employer and Publisher of The Glass Hammer, it is with great pleasure that we present our study of leadership and women in the technology sector.

We are fortunate to have had almost 200 women in junior and mid-level positions share their personal experiences with us for this study. This research would not be possible without the women in technology who were willing to tell us about their career paths. Thank you.

We have always felt strongly about covering women in tech, since they are so under-represented, and yet make up a significant part of our readership at The Glass Hammer.

The findings of this research reveal new information for women in technology to consider as they navigate and advance in their careers. The report also surfaces systemic issues that companies need to think about to support women as they advance.

I personally want to thank Accenture for sponsoring this important research.

I hope you enjoy this report!

Sincerely,

A handwritten signature in black ink that reads "Nicki Gilmour". The signature is fluid and includes a checkmark at the end.

Nicki Gilmour
Founder and CEO
The Glass Hammer
Evolved Employer

We would like to thank Accenture for making this report possible. Recognizing that women's professional goals and aspirations are unique, Accenture strives to provide an environment and culture that empowers each of its women to define her own approach to success.

Women in Tech: Leaders of Tomorrow

It seems like today women are better positioned than ever before to rise to leadership roles in technology. Not only do companies have many kinds of support structures in place, such as women's networks and leadership development courses, but there is an increasing number of women at the top who can serve as role models or inspiration. Externally, groups like the National Center for Women & Information Technology (NCWIT), the Anita Borg Institute for Women and Technology, Girls Who Code, and other organizations aim to support women in the industry and increase the percentage of women entering the tech space as well.

Nevertheless, women are still a distinct minority in the technology workforce – and an even smaller proportion of corporate leadership. In the 1980s, women represented a peak of between 35 and 40 percent of the computing and information technology (IT) workforce in the U.S. By 2011, that percentage dropped to about 25 percent, according to NCWIT. This coincided with a decrease in the percentage of women majoring in computer science degrees in college.

Our research in this area shows that while women in tech are working hard, they don't necessarily believe they know how to get to the top. At The Glass Hammer's November 2012 Women in Tech career event, we repeatedly heard that young women were confused about the practical steps they need to take to make it to leadership. They asked questions that have ambiguous answers:

- How do you find a sponsor?
- How do you build rapport with male coworkers?
- How do you make sure you receive adequate credit for your work?
- How do you walk the fine line between being assertive and seeming aggressive?

These are systemic issues that we know, from our work at Evolved Employer, need to be addressed, for example, by reducing stereotyping around what a technologist looks like. While there is not one answer to suit all organizations, in this report, we uncover what companies are doing to support women as they advance in technology careers. We ask women what works and doesn't work, and we reveal what ignites their ambition to lead.

Over the course of our research, an image emerged of young women in tech: highly ambitious, strategic about their career success, and somewhat skeptical about the leadership of today. This image led to another interesting incongruity. Out of a list of ten attributes, we asked our survey respondents to name the top three traits they would choose to define today's leaders. Later on, we presented the same list and asked them to select the three traits they would use to describe themselves. They selected "collaborative" as the top trait to describe both leaders and themselves, but that was the only similarity.

While respondents were more likely to describe themselves as “honest” and “goal oriented” than today’s leaders, they were more likely to describe current leaders as “innovative” and “decisive” than themselves.

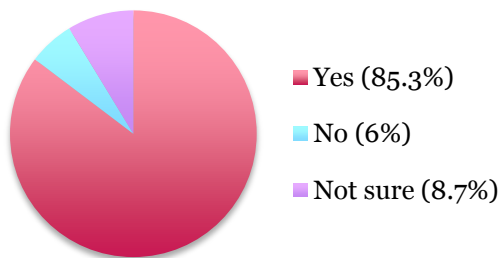
This speaks volumes about the perception of leadership and the differences between women and their bosses. It also presents a compelling question: do women in tech expect to grow into more traditional leadership traits as they become more seasoned? Or will these women, in fact, redefine what it means to be a leader tomorrow?

Shooting for the Stars

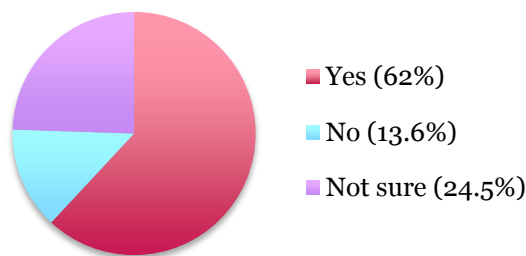
For this study we interviewed almost 200 women working in technology roles, focusing primarily on junior and mid-level executives. One of the key characteristics of this group is their ambition.

The vast majority (85.3 percent of respondents) say they hope to get a promotion in the next three years. That drive isn’t limited to the short term. Almost two-thirds (62 percent) say they want a C-Suite or Senior Management job someday.

Do you hope to be promoted or advance to the next level of your career in the next three years?



Do you aspire to hold a C-Suite or senior management job someday?



Our numbers on ambition levels for women in technology seem higher than other similar measures of ambition for professional women. For example, a 2011 Institute of Leadership and Management report surveyed more than 3,000 people in the United Kingdom, and found that only half of the women beginning their careers expected to become managers someday. A 2013 Accenture study found that 40 percent of women professionals polled had asked for a promotion, compared with 47 percent of men.

Why are the women in our study more ambitious? Our publication, *The Glass Hammer*, speaks to women who are interested in career advancement – by its nature, an ambitious group. Therefore, it seems natural that this demographic would respond to our survey. That’s why we believe our study provides insight into the specific career goals and concerns of women who are interested in career advancement and leadership.

Aligning Ambition and Purpose

Emma McGuigan, Managing Director, Technology Growth Platform, Accenture, always assumed she would make it to a senior leadership role someday. It was the steps in between that she wasn't sure about. "I always believed I could make it to senior leadership someday," she asserts. "When I was young I was not sure how to work toward that – it seemed too far away. But I always believed that I was very able, that I could be successful in any role I was assigned. And I still do."

She believes technology is the perfect place for personal and career fulfillment. "Since I was young, I've wanted to make a difference for other people, and to have an impact on society," she explains.

Emma was always good at math and science, and when she graduated with a degree in engineering, she looked for a job where she could build advanced tech systems, which brought her to Accenture, where she began her career. "I really enjoy problem solving and the satisfaction of building solutions. I wanted to become a technical architect and have ownership over a system. I loved that, so I pursued a career path to enable me to do that," she explains.

Six or seven years into her career at the company, she filled in on a role delivering technical solutions and realized she also enjoyed managing people. "I recognized that solution delivery, coupled with the communication abilities that come with being female, was something I quite liked."

Today Emma continues to align her leadership skills with her belief that technology can help change the world. "I love to look at how technology can assist people in their lives and their jobs. I believe that technology shouldn't lead, but that it should always be an enabler."

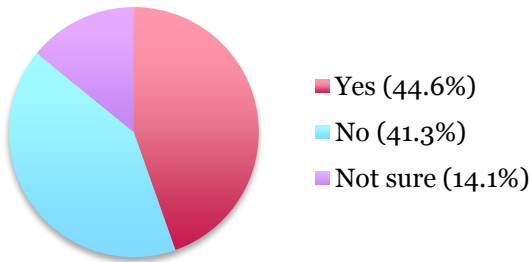
What's more, she says, it's important to include women in the development process. "Technology is used by all people . If it is designed and tested by only men, we are leaving out half of the population," she says. That's why she works to mentor girls and young women to grow their interest in technology. "If I could open the door for girls, even just a handful of them, I would feel that I've made a difference."

Walking the Talk

One theme that came up frequently is a strong sentiment in some that, while corporate leaders may vocally espouse support for women’s advancement, some companies are not “walking the talk.”

How widespread is this feeling? What effect could it have on the desire to advance for women in technology? We asked women about how vocally supportive their company’s leadership is of women, and how that support translates in practice.

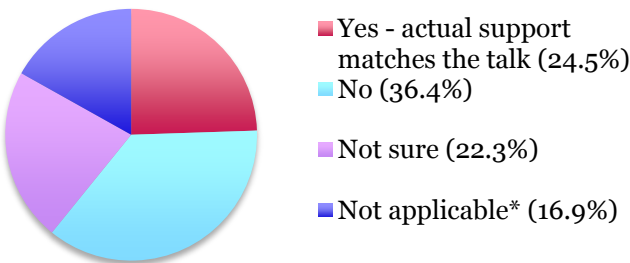
Is your company’s leadership vocal about the advancement and retention of women at your company?



About a quarter (24.5 percent) say the support for women’s advancement at their company “walks the talk,” meaning that leaders ensure that what gets promised gets done. Interestingly, our research shows that following through on a promise to support employees is an important part of how companies can ignite women’s desire to lead in the long term.

Indeed, almost three quarters (71.1 percent) of women in tech who said they aspire to a C-Suite job someday *also* said their company “walks the talk.”

Do you feel that your company provides actual support in the form of programs/training to match the vocal support around advancing women in tech?



A smaller proportion (59.7 percent) said they aspired to a C-Suite job, but their company does *not* “walk the talk.” While our sample did not enable us to establish statistical significance, there is a trend showing a connection between our respondents’ long-term goals and their company’s commitment to following through on leadership’s pronouncements of support for women.

In the short term, a company’s efforts to “walk the talk” did not have a strong effect on women’s advancement ambition. Regardless of their corporate support, almost everyone we polled said they hoped to get a promotion in the next three years. But a trend in our data revealed that having a company that “walks the talk” may make a difference in the long term.

*Not applicable = company does not support the advancement of women vocally or in practice

The Role of the Organization

Supporting women – especially women in technology – has always been a priority at Accenture, says **Nellie Borrero, Managing Director, Global Inclusion & Diversity, Accenture**. “Our goal is to ensure we have a diverse workforce that mirrors our clients, and we keep track of women’s representation.”

Accenture’s 2013 global women’s theme – “*Defining success. Your way.*” – is meant to encourage and equip women to create their own definition of success, and then point out Accenture’s plethora of global and local women’s activities. Accenture’s women’s employee resource groups extend across 32 countries, and the company recently rolled out a network just for women in technology. It is the Accenture Way to offer these initiatives to help women connect with one another, both in groups and on a one-on-one basis, Nellie explains. “At Accenture, we are committed to helping our women manage and grow their careers. Our training offerings help women expand their network, connect with role models in leadership, and hone their skills for advancing to the next level. In fact, our senior women leaders serve as faculty for these courses, giving the younger group access to those who have been successful. We believe this reinforces our commitment to develop our next generation of women leaders.”

At the same time, the company’s leadership focuses on creating a gender-balanced company, she said. “We encourage all leaders to participate in our annual International Women’s Day celebration. In 2013, we hosted more than 200 different events across 41 countries and our CEO, chief leadership officer and CFO provided messages that we broadcast around the world.” She adds, “The success of our more than 90,000 women around the globe is key to Accenture’s continued success.”

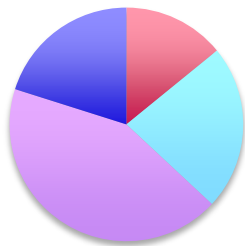
“We are committed to supporting their professional goals and aspirations, which are as unique as the women who deliver high performance every day.”

Role Models

We can not emphasize enough the importance of role models in identifying women with leadership goals. Our findings show a strong correlation between having a role model and having C-Suite aspirations.

A large majority of our respondents said they had a role model (79.8 percent). The largest percentage of respondents with role models said their role models were both male and female (42.9 percent). This is congruous with 2013 Kings College research in the UK (published by Palgrave Macmillan), which revealed that young women were more likely than men to say they have role models who were both men and women.

Do you have someone you look up to as a role model at your company?



- Yes, female (14.1%)
- Yes, male (22.8%)
- Many, both male and female (42.9%)
- No (20.1%)

The vast majority (83.3 percent) of women in tech who said they wanted a C-Suite job also said they had a role model, although there was no relationship between the gender of the role model and the desire to take up a leadership in the long-term.

Almost a quarter (24 percent) of respondents who had no C-Suite aspirations also stated that they do not have a role model. This was significantly more than the proportion of respondents who answered *yes* to having role models but did *not* aspire to the C-Suite (11 percent). These results demonstrate that identification with others in the company who model desirable behaviors is an important driver for motivating women in technology to keep progressing in their careers.

We also found that when women have role models, they are also more likely to feel supported by their company on several other topics. For example, having a role model was positively correlated with having a company that “walks the talk,” having a women’s network, having male champions for women in the organization, having someone engage in sponsor-like behavior, feeling committed to supporting a senior person (as their protégé), and having leadership that is vocal of women’s advancement.

Who’s Your Role Model?

We asked our respondents to name a woman they looked up to in the technology field. Most striking about this list is the wide range of names that were suggested – **86 different women** were nominated (9.2 percent of respondents said they couldn’t think of anyone and 25.5 percent left the question blank).

The following eight names were mentioned two or more times each. The other 78 women were mentioned once each.

Name One Role Model*	
Marissa Mayer	15.1 %
Sheryl Sandberg	11.6%
Padmasree Warrior	7.0%
Carly Fiorina	1.6%
Meg Whitman	1.6%
Ursula Burns	1.1%
Virginia Rometty	1.1%
Stephanie “Steve” Shirley	1.1%

*Out of 86 names

Seeking Opportunities to Advance

Wendy Stops, Senior Managing Director, Technology Growth Platform, Asia Pacific, Accenture, has a firm belief in the importance of being open to new opportunities. This openness, she believes, is what has propelled her to a global leadership role at Accenture.

“When I began my career, I saw myself as a leader and certainly had aspirations of becoming a managing director. I never thought about it beyond that, and I never thought of a global career,” she recounts. “But I am a naturally ambitious person. As my career unfolded, I was always looking to advance and improve myself. I’ve had a great belief in taking whatever opportunity is presented, and Accenture is a great place to find them.”

It is also a great place to get advice on which opportunities to choose. When she had just been made managing director – while on maternity leave – she was asked if she would go overseas for a global management role. Wendy consulted with a number of people about it and ended up taking the position. When she came back from her international assignment, she was offered a leadership role. “My boss at the time was another woman and I took on the role for her. Along the way, she gave me great advice and, as she moved up the ranks, I moved up behind her.”

Wendy’s global career has taken her from Australia to several locations in Southeast Asia, the US, and now back to Australia. She has consulted leaders at the company for advice at various steps along the way. “When it seemed my career was at a crossroads, I would talk to people who would say, ‘You could do that or that or this...’ Sometimes it seemed as though there were numerous choices, and that opened my eyes to the fact that I could do different things. I believe that when you stick your neck out, even a little bit, good things can happen.”

The Practice and Perception of Advocacy

In the vein of research on sponsorship that has been done by groups like Catalyst and The Center for Talent Innovation, we set out to investigate how ambitious women in technology perceive these relationships. We found a significant correlation between having a sponsor and the desire to lead in the long term (C-Suite or Senior Management aspirations).

Yet, when it comes to an understanding of what a sponsor is, the results were somewhat contradictory. We supplied this definition of sponsorship before asking questions about it:

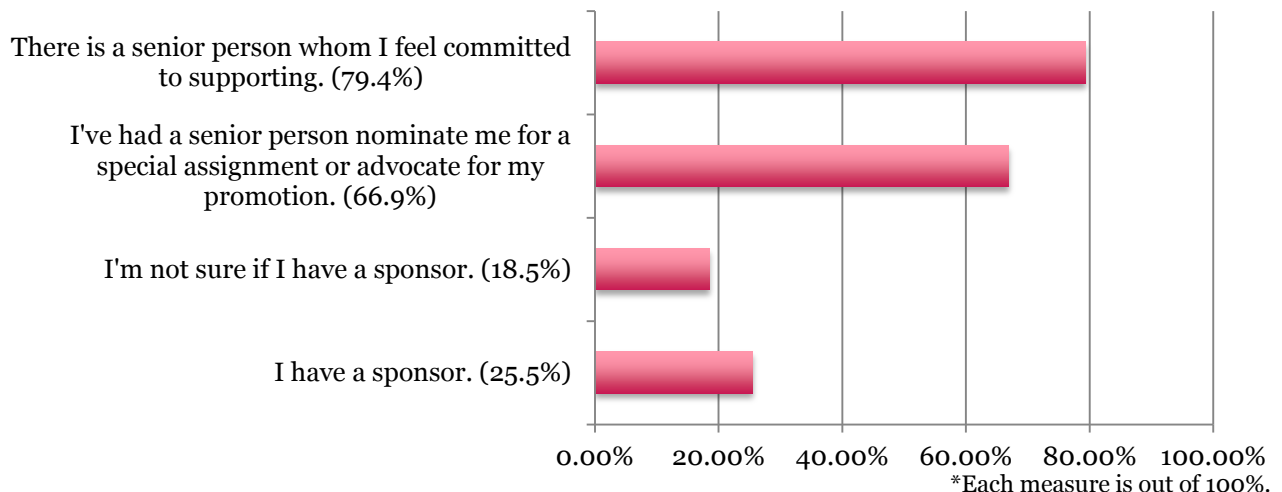
“A sponsor is someone who champions your career advancement, nominating you for stretch assignments or promotions and talking you up in the discussions you’re not a part of.”

According to our survey, over three quarters (77 percent) said they had heard the term “sponsorship” before, but only quarter (25.5 percent) of our respondents said they had a sponsor.

But digging deeper, there appears to be some uncertainty regarding what a sponsor is.

For example, over two thirds (66.9 percent) of our respondents reported having “a more senior person at your company nominate you for a special assignment or advocate for your promotion,” which is, in practice, what a sponsor does. Similarly, 79.4 percent of respondents said they had a “senior person at your organization who you feel committed to supporting, by meeting project requirements or coming through on emergency assignments.” This is the important differentiator between mentorship and sponsorship – in sponsorship, there is a sense of quid pro quo. The junior person feels equally committed to supporting their sponsor as the senior person is when it comes to being invested in the success of their protégé (or “sponsee”).

Do you have a sponsor?*



It is worth noting, however, that there was a slight, though significant, positive correlation between knowing the term “sponsor,” and indicating that they had been the recipient of sponsor-like behavior. Nevertheless, for a majority of the respondents, there seems to be a discrepancy in having heard the term “sponsor” and really understanding what one does.

Building Strong Relationships

Throughout your career, it’s important to build and maintain professional relationships, because one never knows where those relationships might lead, explains **Lisa Mitnick, Managing Director, Accenture Mobility Services**. While it’s important for your work to be exemplary, your connections with colleagues and peers will help you advance your career. Don’t hesitate when it comes to reaching out to new people and those you have worked with in the past.

“We tend to move around based on relationships,” Lisa says. “You meet people and get to know them, and they get to know you. Then, when the right opportunity comes along, they convince you to take it.”

Lisa incurred that herself. She found her way to Accenture as an experienced hire, when a former colleague contacted her. Because she had maintained that connection over the years, she was able to begin an exciting new chapter in her career. She recalled, “One of my role models, a previous boss I had in the mid-’90s, brought me over to Accenture. He thought my experience would be great for a project he was leading. He has since left the company, and I’ve evolved in my responsibilities. But that connection was and is important to me.”

That leads to another of Lisa’s points – look for role models wherever you go. They can be male or female, higher up than you, or your peers. “I’ve had different kinds of role models – one of them is my mom, who is strong, assertive, and confident,” she says. “But as I’ve gone through various jobs, I’ve met women along the way who have taught me something. I serve on a board now, and I also find role models for me there.”

She is also inspired by one of the people she works with at Accenture. “I work with a very senior woman here, who went part time and then came back. She has given me good insight into my own work and family balance.”

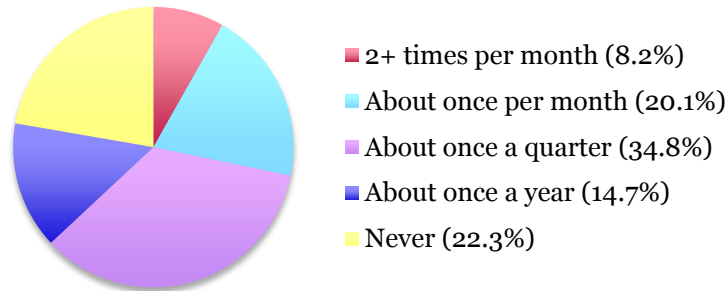
“Whether male or female, find people who are supportive of you,” she adds.

The Network Effect

Our research showed that women are interested in networking – using both internal and external women’s networking events.

- Three fifths (59.8 percent) of our respondents said their company has a women’s network.
- Three quarters (77.7 percent) said they participate in women’s networking events (whether internally or externally) at least once per year.
- The largest proportion of our respondents – just over a third (34.8 percent) – are active in their efforts and participate in networking events about once per quarter.

How frequently do you participate in women’s networking events (internally or outside your company)?



Our research did not reveal a significant correlation between having a network and the desire to lead (as a member of the C-Suite or Senior Management) someday. But having a network and networking were both related to a host of other factors that research shows is critical for the day to day support that increases engagement and interaction. Therefore, it has a role to play in increasing the basic appetite for advancement in some women.

Perhaps the most striking data point our research unveils here is that having a network at one’s company was significantly positively correlated with participation in leadership development courses. What’s more, the participation in development courses was also positively correlated with indicators of a supportive company culture: having male champions at one’s company, having a sponsor, having someone who has exhibited sponsor-like behavior, and having leadership that is vocally supportive of women. In addition, participating in a network was positively correlated with knowing the term “sponsor,” having a sponsor, and having someone who has behaved in sponsor-like behavior by nominating the respondent for special assignments or promotions.

Regarding the purpose, form, and content of their women’s network, we asked our respondents what they would do to improve their company’s women’s network. A few representative responses follow.

Suggestions for Improving Women's Networks

“Try to ensure that it's taken seriously by senior management - that they don't just pay lip service to it.”

“I want a woman mentor assigned to me through perhaps a survey that will match someone that can help me best. Or perhaps a meet and greet that's sole purpose is to match people.”

“Usually I find some become more of a venting session of work life balance which turns off the younger women. They should be more focused on learning skills - technical or managerial.”

“Be more assertive about promoting women's inclusion in middle upper level positions in areas outside of finance and human resources. Be heard by management and rate them for whether or not they have created a level playing field in their section of the business.”

“Focus on the facts of why women leave, why they don't get promotions as often as men, and start campaigns to solve this.”

Leadership Development Programs

Most of our respondents said they have taken a leadership course at their company or a previous company (48.4 percent) or that they haven't taken a course but they would like to (46.7 percent). There is evidence that formal learning programs can speed up career growth for women. Catalyst's *Hot Jobs* report revealed that 37 percent of women got a promotion within a year of completion of a course.

Our research also revealed a connection between having taken a leadership development course and the desire for a top job. Over two-thirds of respondents (69.7 percent) who had participated in a leadership development course said they hoped to work in the C-Suite or senior management someday. Almost three-fifths (57 percent) who hadn't taken a course but wanted to said they hoped to work in the C-Suite someday. Our dataset on this topic was not large enough to establish significance, but there does seem to be a trend around formally acquiring leadership skills through an offered program and desiring to take up a leadership role. Participating in a leadership development course was also positively correlated with having a sponsor.

We also wanted to gain some insight into the areas where our respondents felt they needed help personally. Out of a list of eight course topics, we asked our respondents to choose the top two courses they felt would be most useful to their advancement.

Most Desired Leadership Development Courses

Course	Percent*
Developing executive presence	47.8%
Career advancement strategies	42.4%
How to connect with sponsors	33.7%
How to get more credit for your work	32.1%
Dealing with office politics	30.4%
Negotiation training	27.7%
How to balance being “ambitious” with being “likeable”	26.6%
Work / life effectiveness	15.2%
Other	2.7%

*Respondents each chose two

Almost half (47.8 percent) said they would like to learn more about developing executive presence. A recent study by the Center for Talent Innovation found that Executive Presence accounts for 26 percent of what it takes to get a promotion. Many women report being confused about what exactly “executive presence” is. Our work on this topic suggests that there is still too much subjectivity and traditional stereotyping around what a leader looks like – instead of what a leader does – to define the term “executive presence” clearly in this report.

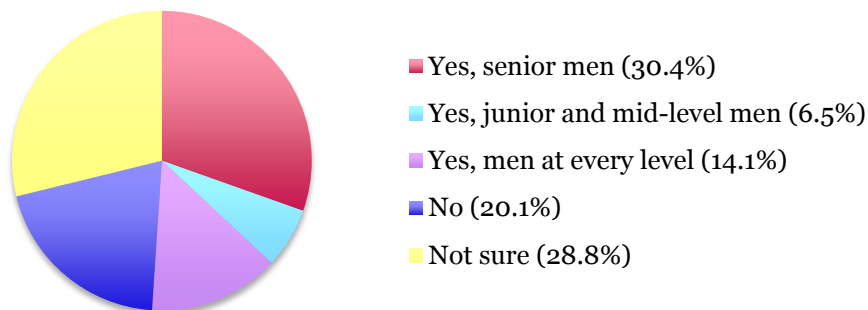
Courses on work/life effectiveness were the least desired. This is corroborated by Accenture’s 2013 study “Defining Success,” which revealed that 70 percent of female professionals (and the same percentage of males) believe they can “have it all” in terms of a successful career and family life. Perhaps women are feeling more positive about this aspect of leadership and advancement.

Where Do Men Fit In?

Our research shows that encouraging the career advancement of women in technology is not the sole responsibility of senior female leaders within each organization. As previously noted, our respondents were likely to have male role models (57 percent had only male role models or a mix of both male and female) than only female ones (14.1 percent said they only had female role models). Male leaders, as the dominant power group in most companies, have an arguably bigger role in creating a level playing field by taking on the responsibility to be gender champions as well. Indeed, in many companies, according to our respondents, some men are stepping up to the plate.

About half of our respondents (51 percent) reported having male champions of women’s advancement at their companies, while a fifth (20.1 percent) said they did not (28.8 percent said they weren’t sure).

Are there male champions of women’s advancement at your company (men who actively support women’s initiatives)?



Almost a third (30.4 percent) said there are senior male champions of women at their company and 6.5 percent said junior and mid-level men (only) are champions of women. 15.1 percent said there are male gender champions at every level of their company.

The support of male leaders and colleagues is important – and our research shows why. Having male champions was correlated with a company “walking the talk,” as well as with our respondents having role models, knowing the term “sponsor,” and having someone who exhibited sponsor-like behavior toward them. All of these are factors in career advancement for women in technology, as well as sustaining women’s engagement levels for attaining individual and team performance goals.

When men get involved in women’s advancement, junior and mid-level women are more likely to thrive in an organization.

Vision and Perception

Finally, we wanted to investigate what traits women in technology believe leaders possess, and how their vision of today's leaders compares to their perception of themselves. We provided a list of ten traits, and asked women to select the three most accurate to describe leaders, and later on, we asked them to pick three traits from the same list to describe themselves.

The number one trait women identified as critical for leadership was “Collaborative,” which was also the number one trait respondents selected to describe themselves. But that’s where the similarities end.

Top 3 Traits for Leaders	Top 3 Traits to Describe Yourself
Collaborative (44%)	Collaborative (50.5%)
Innovative (41.9%)	Honest (47.8%)
Decisive (38.0%)	Goal Oriented (44.0%)
Technically Adept (35.3%)	Confident (32.1%)
Confident (33.2%)	High EQ (32.1%)
High EQ (30.4%)	Passionate (27.7%)
Goal Oriented (28.3%)	Technically Adept (23.9%)
Passionate (23.4%)	Creative (23.4%)
Honest (19.6%)	Decisive (22.8%)
Creative (16.3%)	Innovative (17.9%)

Taken with the other data, we believe this indicates that while most of our respondents aspire to leadership, the way they describe the leaders of today does not necessarily reflect the way they see themselves as the leaders of tomorrow. We can interpret this in a few ways. Perhaps our respondents feel they don’t yet have the traits they need to be leaders. Or perhaps they feel that today’s leaders don’t have the traits they value. The placement of “honest” in both rankings is interesting, as is the placement of “innovative.”

Should we expect women in tech to adapt to the “leader” traits they have identified here? Or should we anticipate a new image to emerge of what a leader in technology looks like as these women advance?

Building the Path to Success

The women who took part in our research were highly ambitious and strategic about building their own paths to success. They plan to become leaders, and they are looking for ways to gain experience and build relationships.

Yet, many of our respondents revealed a sense of skepticism when discussing their companies' commitment to building the infrastructure that would facilitate their success. Only a quarter (24.5 percent) feel their company provides a level of support for women that matches up with all the “talk” they hear from leadership about it. Our study indicates that this disconnect matters, since there is a positive correlation between working for a company that “walks the talk” and women’s desire to lead.

As companies attempt to attract and retain women, they will have to develop work cultures that truly meet employee needs. The individual motivation to advance is there: almost two-thirds of the women in our study (62 percent) responded that they hope to have a C-Suite or senior management job someday. How will this motivational level be affected if their company does not support them systemically and culturally?

Will these highly talented and driven women go elsewhere to corporate competitors – or will they leave the corporate world altogether and join the burgeoning entrepreneurial tech space? Does our research begin to reveal how companies are demotivating and losing top talent due to a lack of recognition around the need for systemic change?

Our research suggests some ways that companies can build cultures that support women in technology. There is no silver bullet, but a coordinated approach around properly resourcing networking programs, sponsorship initiatives, and leadership development courses could be a practical way to invest in the success of women on technology teams. Those companies that have committed to giving women skills and access to senior people, as well as providing consistently fair management practices are already seeing a vote of confidence from the women who work there.

It is also critical that senior leaders – both men and women – get involved in gender initiatives. Having role models of either gender meant the women in the study were more likely to aspire to a C-Suite job. Men must also be part of the solution. As our research showed, when companies have male gender champions, women are more likely to say they are “walking the talk.” Women at these companies also have more role models and more sponsors, and they were also more likely to participate in leadership development courses. It is a virtuous circle.

The qualitative answers around improving women's networks expressed a need for greater organizational commitment and defined programmatic solutions. This research reveals a new data point: regardless of whether solutions are delivered within the network or as a wider leadership initiative, they need to be taken seriously and resourced appropriately.

In order to create a company that is truly supportive of women, culture change must take place where people recognize that it takes a real concerted, continuous effort on behalf of every employee to build an environment where *everyone* can thrive. Leaders must live by the values they espouse, and change must be supported by systems, policy, and programmatic efforts such as women's networks. If approached in that order, women in the company will be able to advance at the rate that they want to. And so will everyone else. The path to meritocracy is acknowledging that the path is still being built.

Recommendations for Companies

Our research shows that women on technology teams are ambitious and keen to advance. By acknowledging this, firms can begin to identify elements in the system that can be significant motivating factors for this group. Demotivating factors can also be isolated at the group level if the workplace culture is examined appropriately. Here are four takeaways:

1. Check for technology teams being "gendered." This simply means that there are implicit norms around "jobs for the men" and "jobs for the women." Then question what those jobs are, and why. Identifying these cultural markers is an invaluable part of creating a pipeline of leaders of both genders.
2. If leadership jobs are associated with only traditional characteristics, then women who become leaders may find that they take up traditionally "male" behaviors such as "control and command" to stay on top. This can impact future women leaders negatively, as well as reinforcing stereotypes and status quo, therefore potentially reducing the number of potential role models for younger women.
3. Formalize programs such as sponsorship and leadership development opportunities. This can help ambitious women seek out such career enablers, as well as making expectations clearer for all participants.
4. Understand which programs have measurable impact and which are simply cumulative for providing organizational support to women in technology. Women's networks differ greatly in each company, but these networks can be ineffectual if too much emphasis is placed upon them for culture change or employee development without also committing the appropriate resourcing or interest from leadership and other employees.

Thank you for reading our research, we hope that it empowers you on your journey. We wish you every success as leaders, change agents, innovators and Evolved Employers!

Methodology

Our survey was opened to women in The Glass Hammer newsletter subscriber database who self-selected as women in junior to mid-level technology roles. They were given 2 months to reply. In total, we had 184 respondents from over 20 companies globally, but largely in and surrounding New York City.

Description of Analyses: Chi-square tests were conducted and interpreted if cell frequencies were greater than 5. To test for significant associations, variables were dichotomized and two-tailed, bivariate correlations were conducted.

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