



1



2

OUR STRENGTH IS IN OUR HISTORY



HR Conference +
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Rosie the Riveter



"The Westinghouse Poster" and later called "Rosie the Riveter," made by Miller Howard. It was used as government propaganda during WW2.

3

Women remain significantly underrepresented

(Representation in the corporate pipeline by Gender and Race)

	ENTRY LEVEL	MANAGER	SR. MANAGER/ DIRECTOR	VP	SVP	C-SUITE
WHITE MEN	36%	46%	52%	59%	67%	68%
MEN OF COLOR	16%	16%	13%	12%	9%	9%
WHITE WOMEN	31%	27%	26%	24%	19%	19%
WOMEN OF COLOR	17%	12%	8%	6%	4%	4%
% WOMEN 2018 PIPELINE	48%	38%	34%	29%	23%	22%
CHANGE '17-'18	1% ²	1%	1%	0%	2%	2%
CHANGE '16-'17	1%	0%	0%	0%	-3%	1%
CHANGE '15-'16	1%	0%	1%	2%	1%	2% ¹

HR Conference +
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

McKinsey & Co. Study 2018



4

Today in the C-Suite

1 in 5

1 in 25

HR Conference+
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

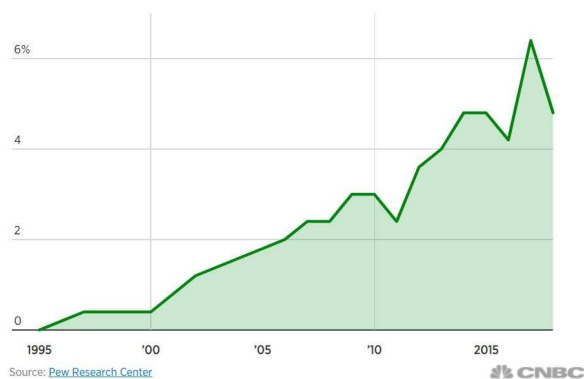
Optimum
Talent®

5

And it's on the *decline*

Women CEOs in Fortune 500 companies

Percentage of Fortune 500 CEOs who are women from 1995 through 2018



HR Conference+
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

6

PRACTICAL TIP #1

4 out of 5 in C-suite are men so..

Educate and Enlist men to help!

HR Conference+
Tradeshaw 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

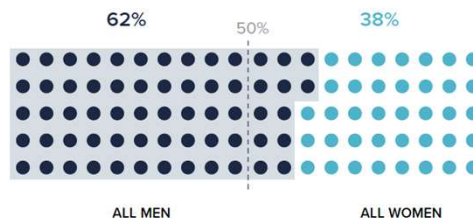
7

Women are off to the wrong start

MEN FAR OUTNUMBER WOMEN AT THE MANAGER LEVEL

% OF MANAGER POSITIONS HELD BY MEN VS. WOMEN

MEN ■ WOMEN ■

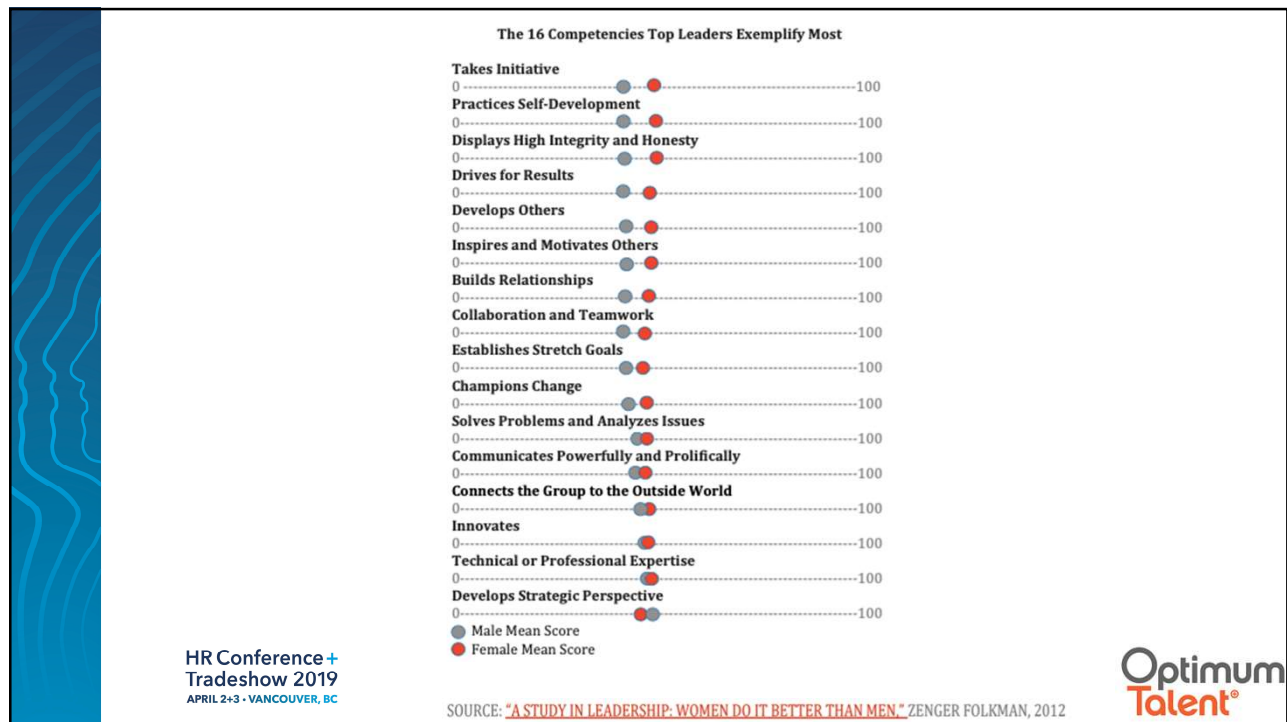


5 Women have earned at least 57 percent of all bachelor's degrees every year since 1999, according to the National Center for Education Statistics, table 318.10, https://nces.ed.gov/ipeds/data/digest/ipeds/data/digest/t17_318.10.asp?current=yes.

HR Conference+
Tradeshaw 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

8



9

PRACTICAL TIP #2

Beware of the contrast effect when reviewing resumes.

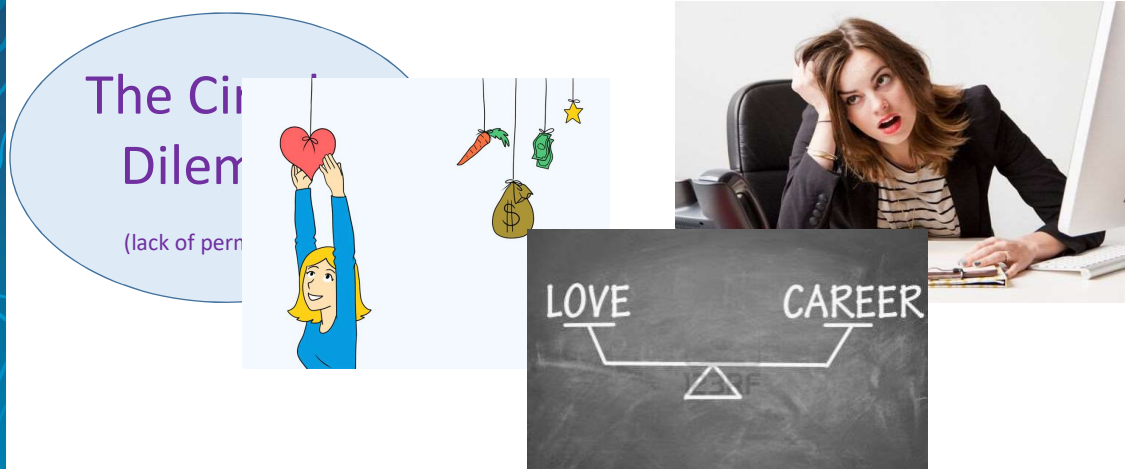
Analyze skills and attributes against the role description, not each other.

HR Conference +
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

10

What else is happening?



HR Conference +
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

<http://fortune.com/2012/09/23/women-as-bosses-fortune-1956/>

Optimum
Talent®

11

Social Norms

Conscious Bias
+
Unconscious Bias
=
Social Norms

HR Conference +
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

12

Conscious Bias



HR Conference +
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

13

Unconscious Bias



Implicit bias happening by our
brains making incredibly quick
judgments and
assessments
of people and
situations without us realizing.



Dr. Pragya Agarwal

HR Conference +
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

14

PRACTICAL TIP #3

*Become **aware** of your unconscious bias(es)*

HR Conference+
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

15

Unconscious Bias

Taxi Driver

HR Conference+
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

16

Unconscious Bias



HR Conference +
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

17

Unconscious Bias

Parental Leave

HR Conference +
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

18

Unconscious Bias



HR Conference+
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

19

PRACTICAL TIP #4

*Look for proof a woman CAN do the job
(and balance all of her other obligations)*

HR Conference+
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

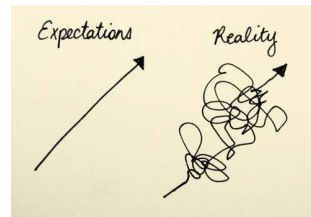
20

Where Unconscious Bias shows up in the workplace

Double-bind bias or the problem of 'Likeability' is a mismatch between what is expected from a leader and from a woman.



Traditional gender attributes



Expectations of behaviour
It's embedded in our 'language'
and we use it to penalize women

HR Conference +
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

21

Where Unconscious Bias shows up in the workplace



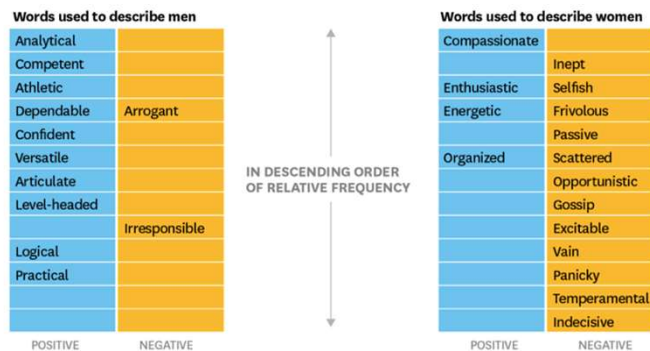
HR Conference +
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

22

Language in the workplace

Managers Use More Positive Words to Describe Men in Performance Reviews and More Negative Ones to Describe Women



SOURCE: AN ANALYSIS OF 81,000 PERFORMANCE EVALUATIONS, DAVID G. SMITH ET AL., 2018

© HBR.ORG

HR Conference+
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

23

PRACTICAL TIP #5

*Have the conversation about language.
And intervene in the moment when you
notice negative language.*

HR Conference+
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

24

Women Discriminate Against Women

Women can have unconscious Bias against Women!



HR Conference+
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

25

PRACTICAL TIP #6

*Conduct a gender and pay gap analysis
in your workplace.*

Bring it back into balance.

HR Conference+
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

26

Unconscious Bias can hide

In your organization's policies and structure



HR Conference+
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

27

PRACTICAL TIP #7

Make sure you have enough spacesuits!

Ensure gender equality throughout the whole business.

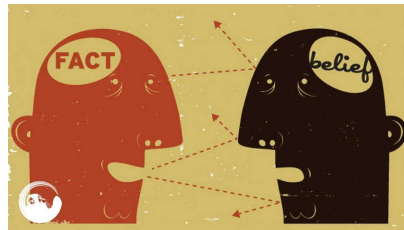
HR Conference+
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

28

What else can be done?

**Identify
&
Address**



HR Conference+
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

29

PRACTICAL TIP #8

Set formal and informal targets for diversity

- *50/50 interviews*
- *Committee chairpersonship*

HR Conference+
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

30

PRACTICAL TIP #9

*Stop taking meeting minutes
(unless it's your job 😊)*

HR Conference+
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

31

PRACTICAL TIP #10

*Take micro-steps if you want things to be
permanently practiced.*

HR Conference+
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

32

Now it's Time to Take Action



HR Conference+
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

33

Tips and Takeaways Recap

1. Educate and empower men to help
2. Be aware of the 'contrast effect' when reviewing resumes – ie. comparing resume to one before it. Analyzing skills and attributes objectively against the job.
3. Become **aware** of your unconscious bias(es) – try the Harvard Implicit Bias test online
4. Look for proof that a woman CAN do the job vs. can't (confirmation bias)
5. Have the conversation at work about language
6. 5. Sponsor and promote women (challenge the conformity bias) based on objective measures
7. Make sure you have enough space suits for **ALL** the women on your team!
8. Set targets for gender diversity
 - Invoke the 50/50 interviewing rule
 - Balance committee leadership roles and project assignments
9. Stop taking meeting minutes and be part of the conversation! (unless its your job ☺)
10. Take micro-steps. Start with Unconscious Bias training for your team.

HR Conference+
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Optimum
Talent®

34