Toolkit 2 – Gather Facts About Your Company

Overview

The first step in your change agent journey is to gather the facts about your company. Your goal is to objectively evaluate the state of gender equity inside your organization. This toolkit suggests ways to find information.

Ground Rules - Lead Change with Integrity

Remain focused on your day-to-day job responsibilities. Don't let your change efforts distract you from achieving your work goals.

Mitigate risks by knowing and following your company's internal ethics, compliance and HR policies. Find and read your company's policy books and employee orientation materials. In particular, you want to learn how your company views:

- Conflicts of interests
- Retaliation
- Employee opinions and concerns
- Open door policies
- Employee dispute resolution

Leverage your curiosity as you seek to understand the status quo. Don't be afraid to ask why over and over. A Lean Six Sigma[1] problem solving technique is to ask why five times to get to the root cause of an issue.

Document everything to avoid misunderstandings. Keep track of your observations and learnings.

Understanding Your Company's Gender Landscape

Internal Sources

Get familiar with your company's internally available information. Your employee portal is a source of rich data. Run searches and start collecting facts and figures.

LEADERSHIP & DEPARTMENTS

Does your company internally disclose the percentage of managers who are women? Who are the *executive* managers (VP and above) in your company? Look at department pages. Observe gender. Tally the numbers of females by department. What percentage of *executive* leaders are women? Does your company's senior leadership reflect the composition of its employees and customers? Should it? Why or why not?

DIVERSITY & INCLUSION

Explore your company's D&I orientation.

What does your company write about their Diversity & Inclusion efforts? Do they have Employee/Business Resource Groups? What do the ERG/BRG materials say about the company's

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[1] Lean Six Sigma is a methodology for improving business performance by eliminating waste in processes.

practices? Does your day-to-day experience at work match the communication material on Diversity & Inclusion efforts?

JOB OPPORTUNITIES & CAREER DEVELOPMENT

What is the process for communicating senior management[2] job opportunities? Are all senior management jobs posted so they are known to everyone? How are selections made? Are there interviews with a diverse panel of interviewers? Are there pre-defined and well communicated criteria for how candidates will be judged and compared? Do all departments follow a consistent process?

PERFORMANCE EVALUATIONS & CRITERIA

Are job performance ratings based on clearly defined and well communicated criteria that accurately match the success factors of different jobs? Are there written descriptors of performance ratings so all managers use the same basis for evaluations across the organization? (E.g.: what does "Strong Performer" mean?) Is there an appeals process for performance ratings? Do you think the performance evaluation process could be improved? If so, how?

EMPLOYEE ENGAGEMENT & OPINION

Does your company conduct a periodic survey of employee opinions? Obtain a copy from your boss or HR and examine questions related to career development. What are employee perceptions about your company's career development process? Are effective post-survey action plans implemented?

Public Sources

How do your company's gender statistics and practices compare to industry peers?

INVESTOR RELATIONS

For publically traded companies, study your company's Investor Relations website, specifically the *Governance* section. Search governance documents to identify if your company's board selection process includes a diverse slate policy[3]. Do you think it should? Why or why not? If the board selection process uses a diverse slate policy, do you think your internal jobs process should as well? Why or why not?

CORPORATE SUSTAINABILITY

Does your company publish a corporate sustainability report? If it does, do a search of the policies and practices it discloses related to labor and employment. Companies typically disclose selective diversity data and policies. Review the statistics. What is the percentage of females in management overall? What is the percentage of females in *senior* management? If your company does not disclose management's gender, add this to your list of requests to your company.

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[2] ShowMe50™ defines senior management positions as Director level and above
[3] Openings are filled from a pool that is both qualified and diverse

KEY LEADERS AND PUBLIC PROFILES

Learn more about key leaders throughout your organization. Read their publically available bios. Does your company's leadership reflect sameness or diversity? Search for speeches and articles/opinion pieces by your top leaders on the topics of human capital, people, employment, labor, development and diversity. Do their writings match your experiences inside the organization?

Reflection Questions

- What thoughts do you have about your company's diversity and inclusion landscape?
- Does your company need to create a more level field?
- What could your company do to create a more level playing field for achieving gender balance in senior leadership positions?
- In your personal career experiences at your company, how would you describe your company's playing field in terms of fairness for employees seeking to advance into leadership positions?
- How might you be a catalyst in building a roadmap to get there?
- What financially quantifiable benefits can be achieved with gender balance in your company?
- What other outcomes might there be?

Now What?

At ShowMe we think there are three critical areas that need to be addressed to level the playing field:

Training: Company-wide, high-quality skill-based training about stereotyping and gender bias
Access: Transparency and clarity about all job opportunities and personal development programs
Culture: Inclusive instead of exclusive command-and-control cultures

The ShowMe50™ Win-Win Checklist (see appendix) summarizes the components of a level playing field. We believe these practices would lead to higher employee satisfaction and productivity, lower turnover and greater innovation through diversity– creating greater returns for shareholders.

Do you believe your company can do more to create a level playing field for women's career advancement to senior leadership positions? If so, then it's time to continue your journey toward action. Think about the role you want to play and visit the ShowMe50™ website to find a self-directed set of toolkits to explore. You can:

- Lead: If you want to lead the change at your organization, you can become your company's ShowMe50™ Ambassador.
- Support: If you want to play a supporting role, we offer plenty of suggestions on the website for how to participate.
- Learn: Continue reading toolkits to grow your knowledge base regardless of what role, if any, you are interested in.
- Donate: Help fund the ShowMe50™ change movement.

Toolkit 1 – Gathering Facts About Your Company

Appendix - ShowMe50™ Win-Win Checklist

As individuals who want to be part of the collective solution, ShowMe50™ Win-Win Checklist supporters seek to collaborate with their companies to develop pragmatic, prioritized roadmaps that include these best practices:

❑ **Education of employees and managers about stereotyping and gender bias[1]**
   o Provide skill based training to educate managers about stereotyping
   o Teach techniques to override automatic tendencies to use stereotypes, learn to recognize the conditions that place them at risk for stereotyping and have opportunities to practice interacting with people who are different from themselves
   o Equip employees with skills to self-monitor their perceptions
   o Implement a system of checks and balances to safeguard against stereotypic bias

❑ **Objective and transparent performance evaluation and talent management systems[2]**
   o Clearly define and communicate performance evaluation and candidate job selection criteria
   o Create explicit decision rules about how evaluation criteria are weighted and applied for performance evaluations and candidate job selections
   o Post and effectively communicate all jobs internally
   o Implement diverse slate policies
   o Utilize panels of diverse, bias-trained interviewers for candidate selection
   o Publish career development programs and their qualifications

❑ **Work-Life Effectiveness (WLE) Approach to Workplace Flexibility[3]**
   o Establish work practices that create business agility including flextime, job sharing, and telecommuting
   o Use employee needs, interests and concerns about burnout as a catalyst for creatively designing work
   o Give employees with significant parental responsibilities more time to show they're qualified for promotion
   o Establish alumni programs for women who need to step away from the workforce; tap their expertise to show that returning is possible

❑ **Accountability**
   o Demonstrate a commitment to diversity and inclusion and to increasing the percentage of women in senior leadership positions though the visible and vocal personal actions of the CEO and his/her direct reports
   o Commit and sustain financial resources to internal employment diversity programs and culture change efforts
   o Hold senior management accountable for diversity within all business activities and evaluate managers based on their ability to achieve diversity goals for senior leadership representation across all business units
   o Show results: move statistics meaningfully toward achieving 50% women in director and above positions

[1] *Adapted from Catalyst: Women Take Care, Men Take Charge: Stereotyping of U.S. Business Leaders Exposed*
[2] *Partially adapted from Catalyst: Women Take Care, Men Take Charge: Stereotyping of U.S. Business Leaders Exposed and A Bright Spot Case Study: How Diverse Slate Policies Help Close the Gender Gap*
[3] *Adapted from Catalyst: Beyond Flexibility, Work-Life Effectiveness as an organizational tool for high performance and Alice H. Eagly and Linda L. Carli, Women and the Labyrinth of Leadership.*

> "Never doubt that a small group of thoughtful committed citizens can change the world. Indeed, it is the only thing that ever has."
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> - Margaret Mead