

INTEGRATING A GENDER DIMENSION IN R&I TEAMS

Barbora Buhnova, Masaryk University & Czechitas
COST Academy, October 28, 2022



“Bridging communities
to foster innovation.”

Barbora Bühnová

Co-founding & Gov. Board, Czechitas

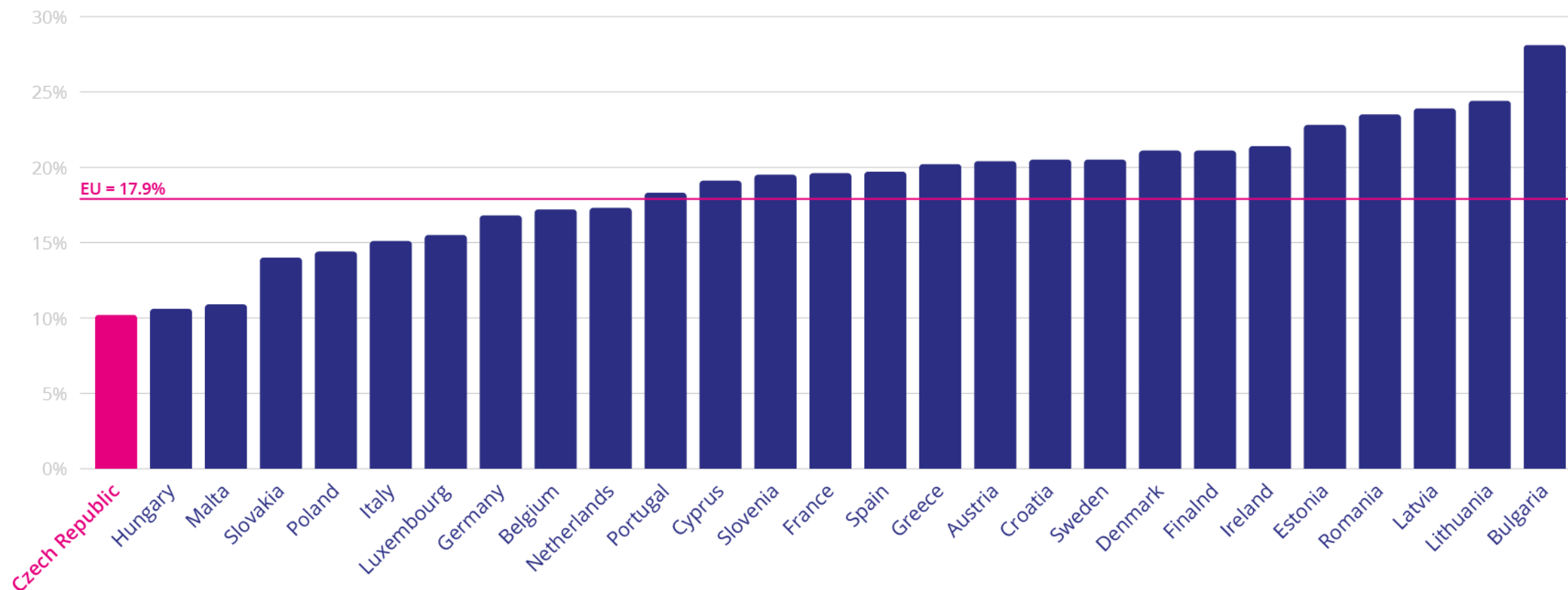
Vice-dean, Masaryk University



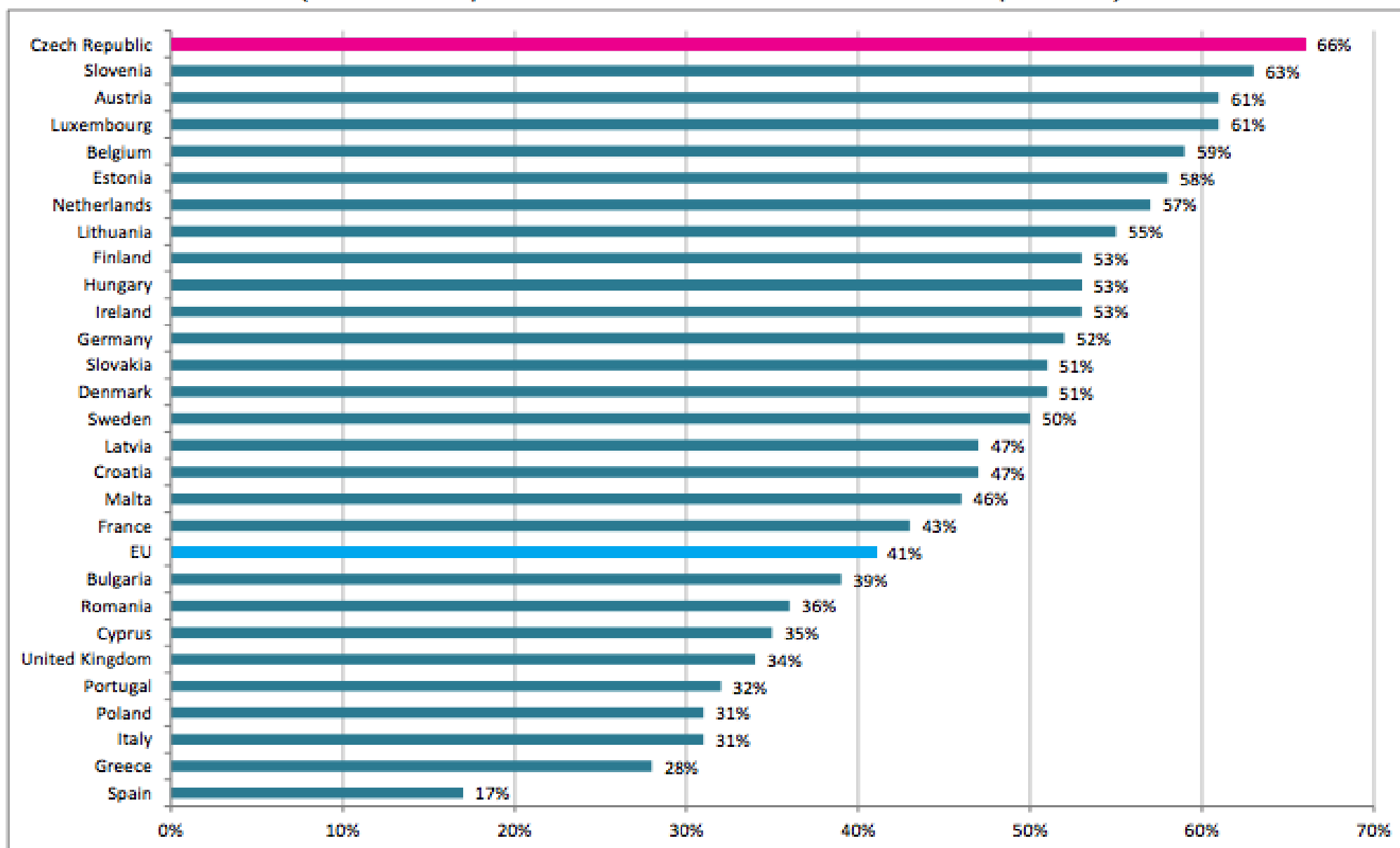
“In the Future, All Companies
Will Be Software Companies”

George Colony, CEO of Forrester Research

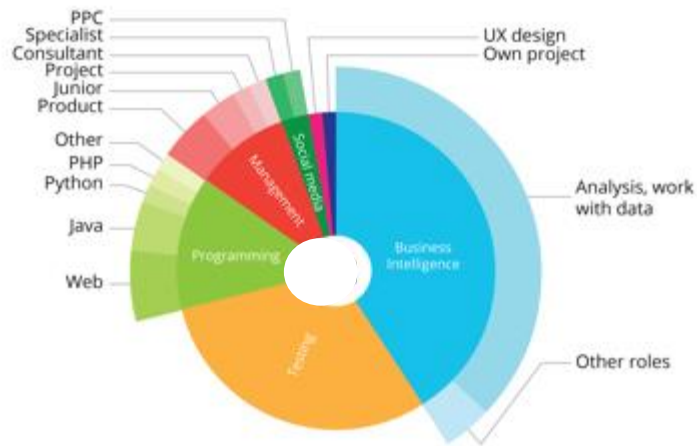
Proportion of women among ICT specialists, 2019



Share of enterprises which had hard-to-fill vacancies for ICT specialists, 2016
(as % of enterprises which recruited / tried to recruit ICT specialists)



Institute of Cryptoanarchy

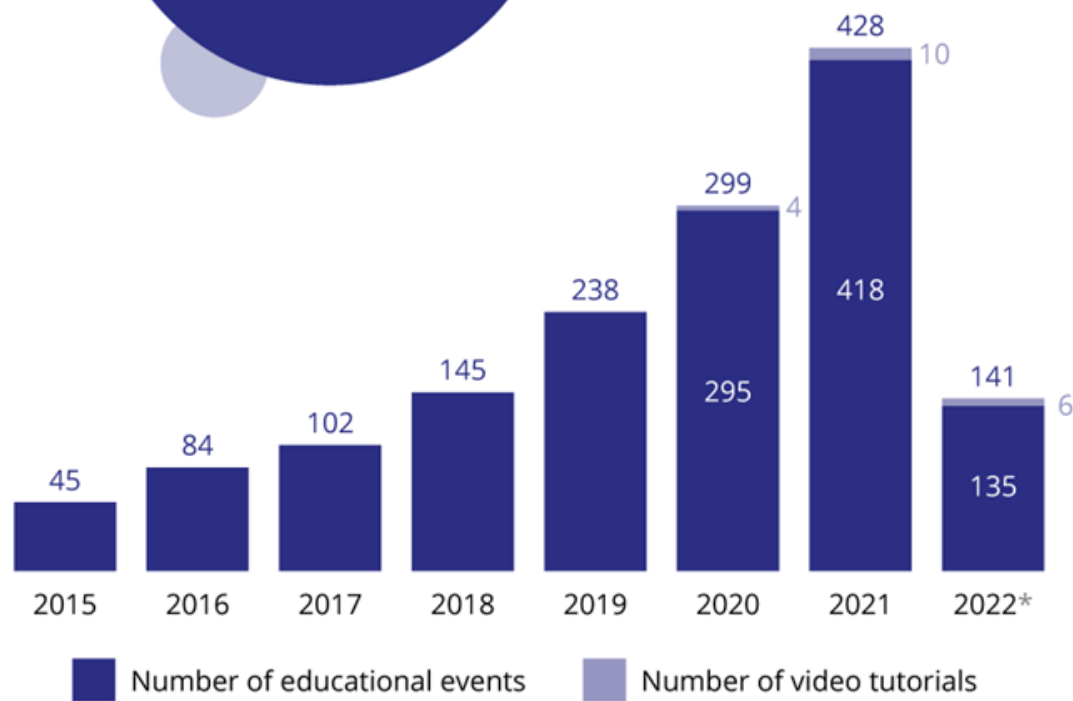


CZECHITAS

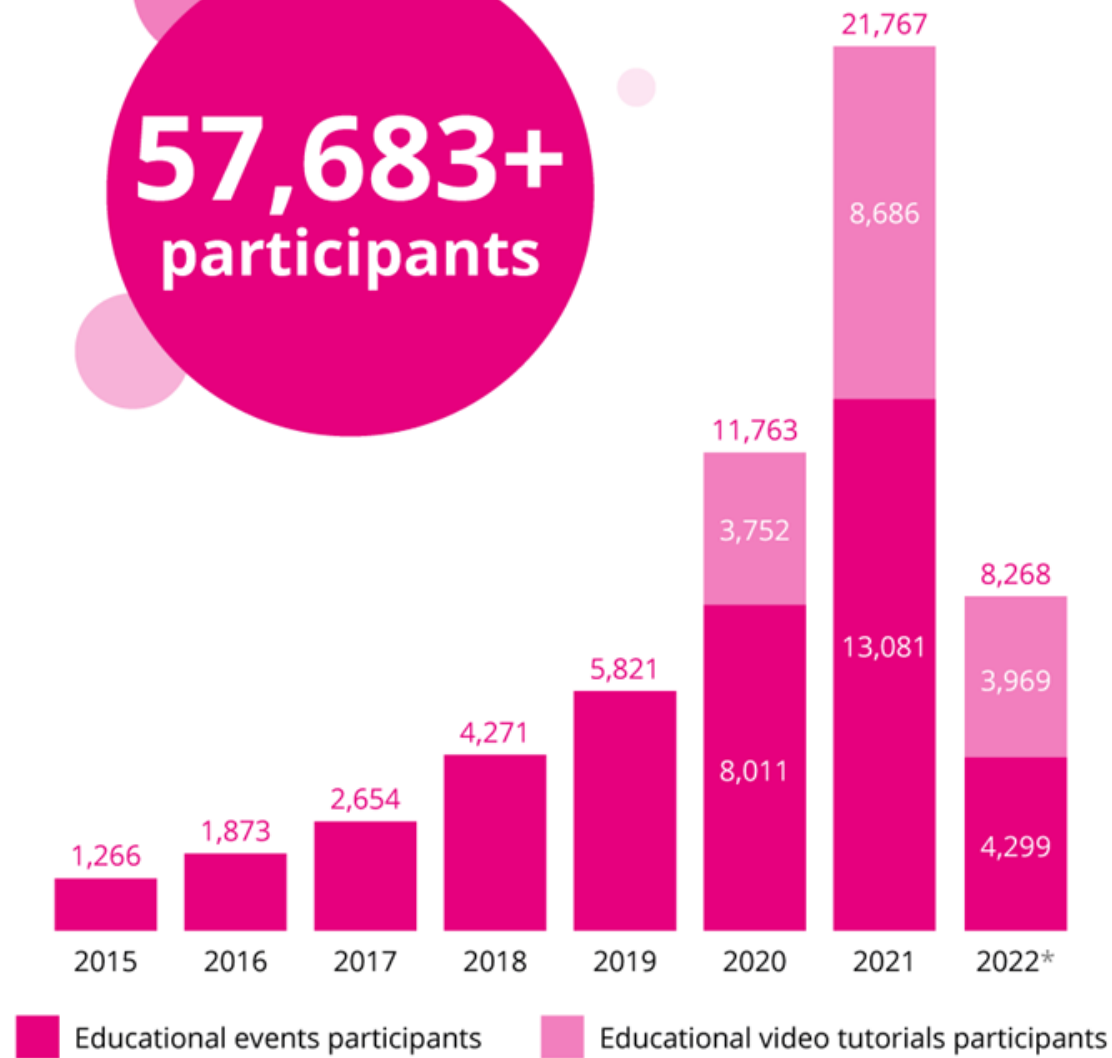
Out of the hundreds of our Digital Academy graduates over 60 % change their career to STEM within three months after graduation.



1,482+
educational
events

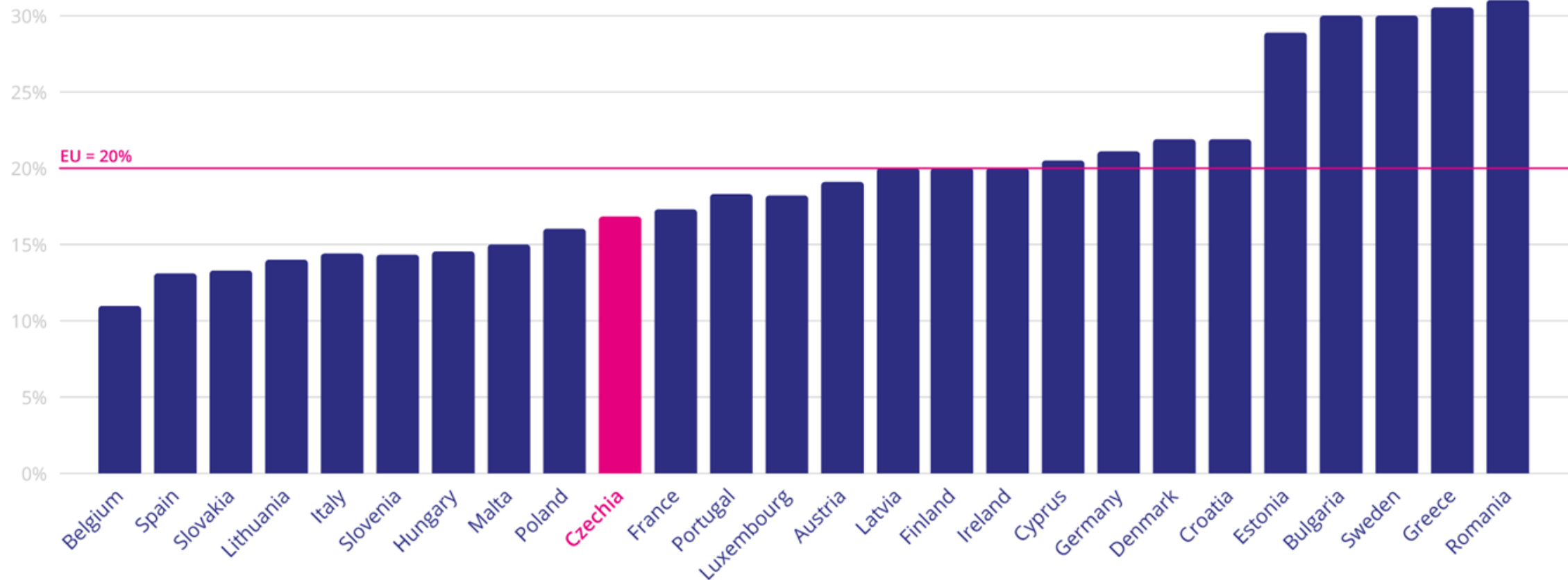


57,683+
participants



* Data as of 30 June 2022

Proportion of Women among ICT Students



Source: Lidské zdroje v informačních technologiích, 2021

COST Action – CA19122

European Network For Gender Balance in Informatics



- **Duration:** 4 years, Oct 2020 – Oct 2024
- Initially **24 member countries** in the network of proposers
- Currently **38 members countries**
- Action Chair: Prof. Letizia Jaccheri, Norway
Vice Chair: Barbora Buhnova, Czech Republic
- Grant Holder Scientific representative: Informatics Europe, Switzerland
- **Website** <http://eugain.eu/>
- Follow us on Facebook and Twitter eugain19122



WHY ARE WE HERE TODAY?

- * Because we want to make a difference in I&D
- * Why are we not there yet? Why the difference is yet to be made?



IF I COULD DO JUST ONE THING, WHAT SHALL THAT BE?

- Bring more people on board and **learn to communicate about diversity**
 - How to talk about I&D so that people listen
 - How to listen so that they will talk
- There are many **unhealthy communication patterns** about diversity
 - **Fear from positive discrimination** - both among the minority and majority
 - **Jokes about the topic, casual sexism** - fear from confronting people with this behaviour
 - **Shaming people for biases** - to a degree that they avoid talking to the minority at all
- If we do not learn to communicate, we will never learn what implicit beliefs are cementing the degree of diversity where it is now

COMMUNICATION

TAKEAWAY #1

Talk about I&D so that people listen.
Listen so that people (critical of I&D) talk.

BELIEFS ON WHY THERE ARE SO FEW WOMEN IN TECH

- Because they are **not interested** in tech.
- Because they do not want to **spend their day in front of a computer**.
- Because they are simply **weaker in competencies needed in tech**.
- Because they simply **prefer other disciplines**.

BELIEFS ON WHY THERE ARE SO FEW WOMEN IN TECH

- Because they are **not interested** in tech. **No.**
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- Similar examples apply to **women in leadership**. Dismantle the **“right way to do it”**.

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- Because they simply **prefer other disciplines.** **Maybe, but why?**
- Similar examples apply to **women in leadership.** Dismantle the **“right way to do it”.**
- **The solution** is to open the dialog **from the point of curiosity**, not blaming or shaming.
But for that it is important to understand the topic a little better

THE RIGHT WAY TO DO IT

TAKEAWAY #2

The best thing you can do to promote diversity
is to dismantle “the right way to do it.”

WHY DO WE CARE ABOUT D&I IN R&I TEAMS?

What are your views?

WHY DO WE CARE ABOUT I&D?

- **We cannot afford losing talented people**
 - We cannot afford **missing talented people on the entry either**
- **We are all talented, in many diverse ways**
 - It is the task of the manager to **recognize and direct the talent towards team success**
 - For a great manager, the only thing that matters is the **employee's attitude**
- **The environment matters**
 - We need people to bring **their best authentic self** to the table
- **This gives us access to big reservoirs of talent**
 - Outside as well as inside the company, with whole new level of **satisfaction at work**

TALENT

TAKEAWAY #3

We cannot afford losing talented people.

-- Those we have & those we do not have yet.

-- Not only losing the people but also missing their talent.

FRUSTRATIONS STEERING WOMEN AWAY FROM TECH

- **Access** (to engaging education, supportive teacher, supportive family environment, guidance)
- **Stereotypes** (by girls about CS engineer/field, by their close environment about CS engineer/field/girls in CS)
- **Confidence** (self-efficacy)
- **Belonging** (boys club, missing networking, mentors)
- **Feeling valued** (defensive culture, the fact that the women feel they need to keep proving their value, flawed meritocracy)

LESSONS LEARNED FROM THE STUDY

- **Girls falsely believe**
 - that they and their interests do not fit and are not connected to SE,
 - that because of having other interests and not investing all their time into computing they cannot be successful in tech,
 - that their non-stereotypical skills and interests will be considered as second-class, and will not be appreciated in tech.
- **Multidisciplinary lens**
 - The women in the study showed to have on average 5.5 other major interests.
 - There is thus a potential in creating alternative pathways into tech by building on individual interests, to create identities that do resonate.

THE KEY THING THAT MINORITIES NEED IS

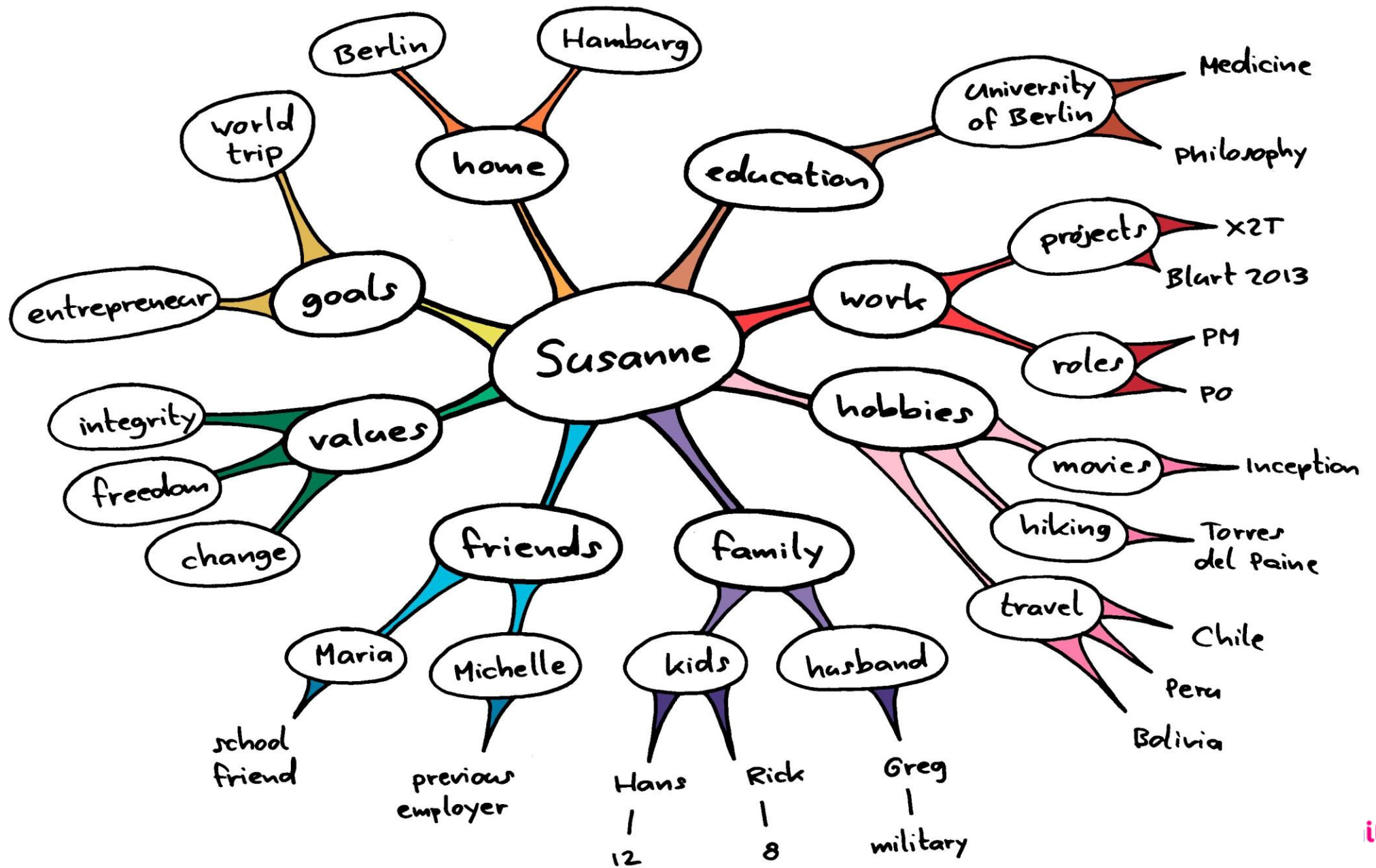
- **To be included** = inclusive environment
 - Their **needs understood**, supported via an inclusive environment
 - No need to **hide their differences**, mimic the majority group
- **and appreciated** = diverse talents appreciation
 - Their **talents being recognized** and given the same credit as the majority talents
 - Being encouraged and **given credit for the journey they walked** (not destination they reached)



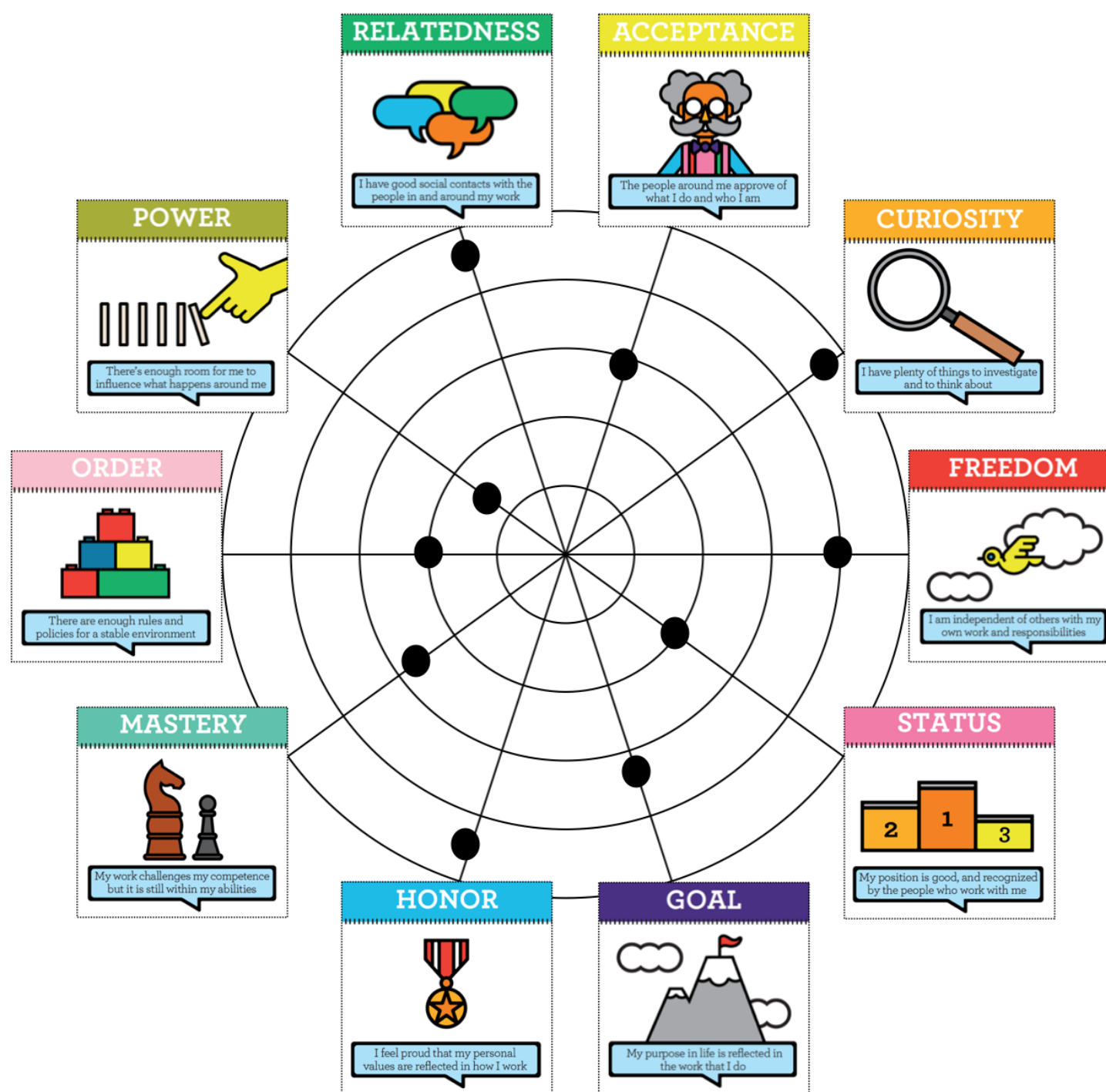
INCLUSIVE ENVIRONMENT

- * How inclusive are you?
- * Communication for improving inclusion

PERSONAL MAPS



MOVING MOTIVATORS



THE BEST OF US

I perform best when...

I feel frustrated when...

When you communicate with me, I need...

If you want to help me, then...

FIVE LANGUAGES OF SUPPORT AND RESPECT

- Analogy of five love languages
 - It does not matter what is your natural way to express love to your child (what is your language to “speak” love), it only matters what makes your child feel loved (what is their language to “hear” it)
- Five languages of support and respect
 - It does not matter what is **your natural way to give support and show respect** to your colleagues (what is your language to “speak” support and respect), it only matters **what makes your colleagues feel supported and respected** (what is their language to “hear” it)

YOUR PERSONAL LEADERSHIP STYLE

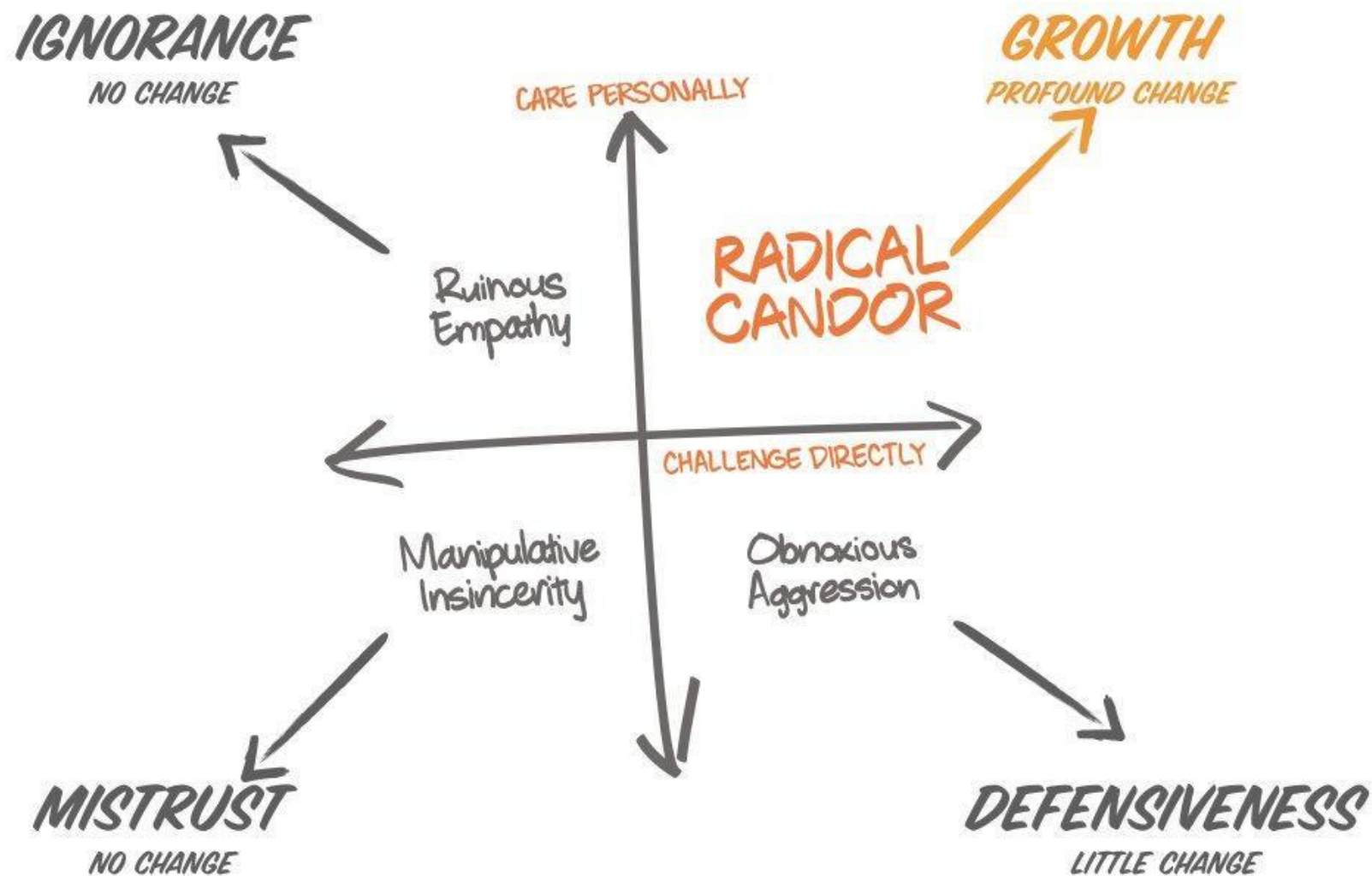
- **Management** – manage resources, organize, plan, deliver
- **Leadership** – sets vision, is an inspiration, followers and their growth
- **What followers need from their leader?**
 1. Trust
 2. Compassion
 3. Stability
 4. Hope
- What are your Strengths & Weaknesses with respect to these?

INCLUSIVE ENVIRONMENT

- The **PAIN** of social rejection
 - Over the millions years of evolution, social rejection equaled death
 - And still today, it feels like it
 - Social rejection can feel more (physically) painful than physical injury (brain scans show)
- The **FEAR** of social rejection
 - Might lead us to hurting others (not speak-up for somebody being excluded) not to lose that sense of belonging ourselves

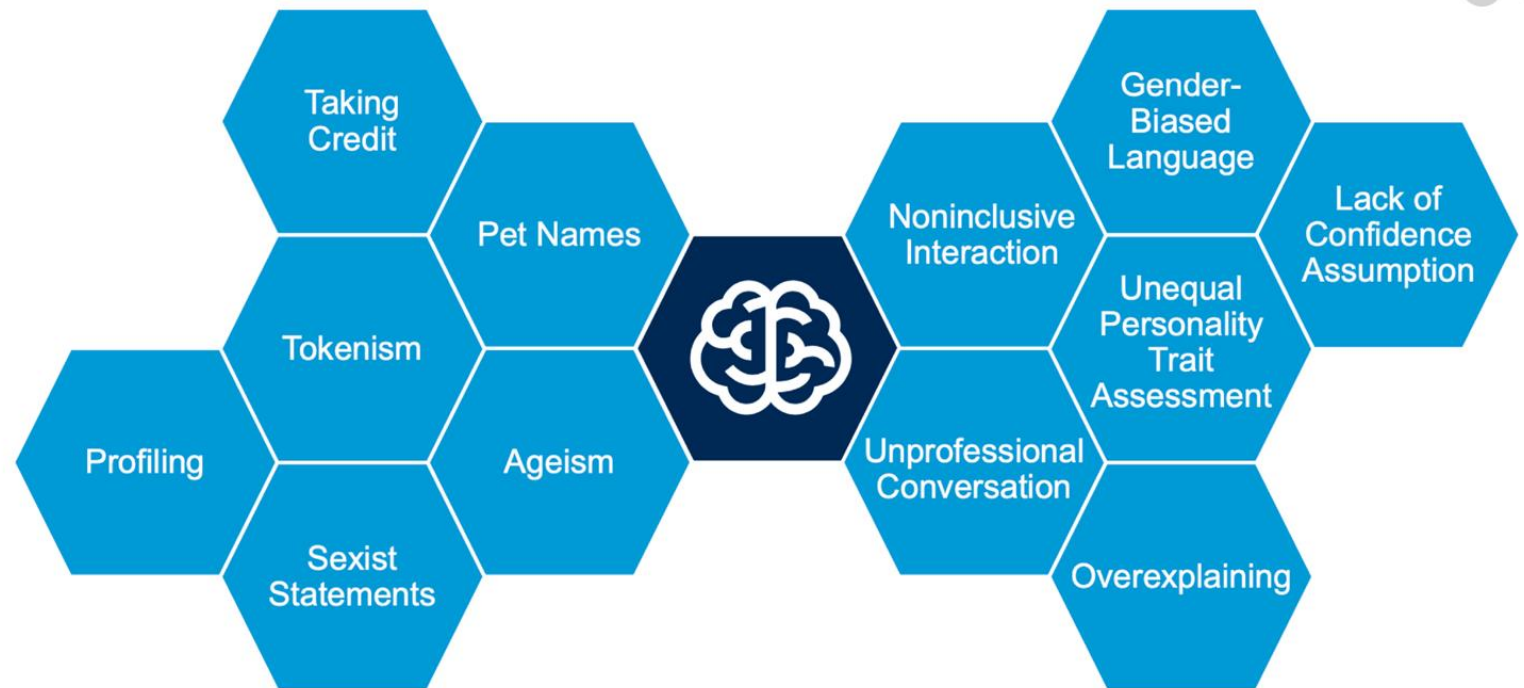
SOME CONVERSATIONS ARE HARD TO HAVE

- Whether you want to speak-up for yourself or for others
- **Radical Candor** by Kim Scott looks at those
 - Not having the conversation harms more than having it
 - Unspoken criticism becomes **explosive**
 - Leaders who should set example and give guidance and thus also set example on giving guidance
 - Embrace the discomfort to ask for criticism yourself
- **Acknowledge the emotions** around it
 - Imperfection, vulnerability and shame
 - Make sure to communicate **that's wrong** instead of you're wrong



CONFRONTING BEHAVIOUR MARGINALIZING MINORITIES

1. Recognize behaviour
2. Address publicly
3. Coach privately
4. Support privately
5. Affirm commitment publicly



CORRECTING NON-INCLUSIVE BEHAVIOUR

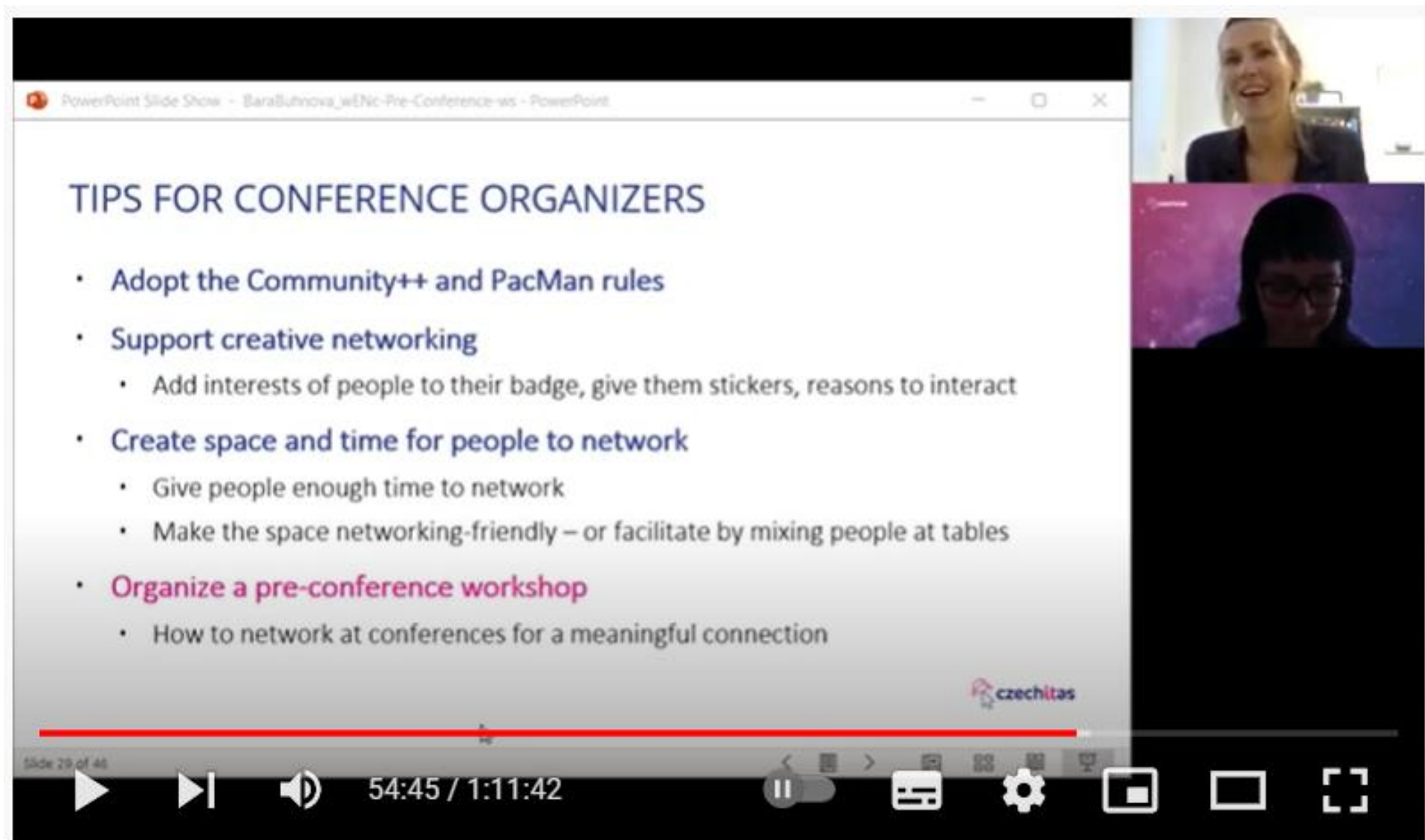
- **Learning** from under-represented colleagues
 - Understand the struggle, being **rarely about the isolated event**
- **Correcting** non-inclusive behaviour - private conversation with the actor
 - **Listen** first to understand the WHY
 - Missing knowledge, peer pressure, different fears, downplaying the situation
 - **Acknowledge** the why, we all want to feel safe in the conversation
 - **Describe & Invite** to propose a solution
 - Get allies on board (influencers, actors)
- It's not "us" vs "them", **we are all "us"**

INCLUSION

TAKEAWAY #4

Instead of organizing people (tell them what to do), we need to focus on managing the environment that will stimulate and grow people.

— MANAGING FOR HAPPINESS



PowerPoint Slide Show - BaraBuhnova_wEhNc-Pre-Conference-ws - PowerPoint

TIPS FOR CONFERENCE ORGANIZERS

- Adopt the Community++ and PacMan rules
- Support creative networking
 - Add interests of people to their badge, give them stickers, reasons to interact
- Create space and time for people to network
 - Give people enough time to network
 - Make the space networking-friendly – or facilitate by mixing people at tables
- **Organize a pre-conference workshop**
 - How to network at conferences for a meaningful connection

Slide 29 of 48

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czechitas

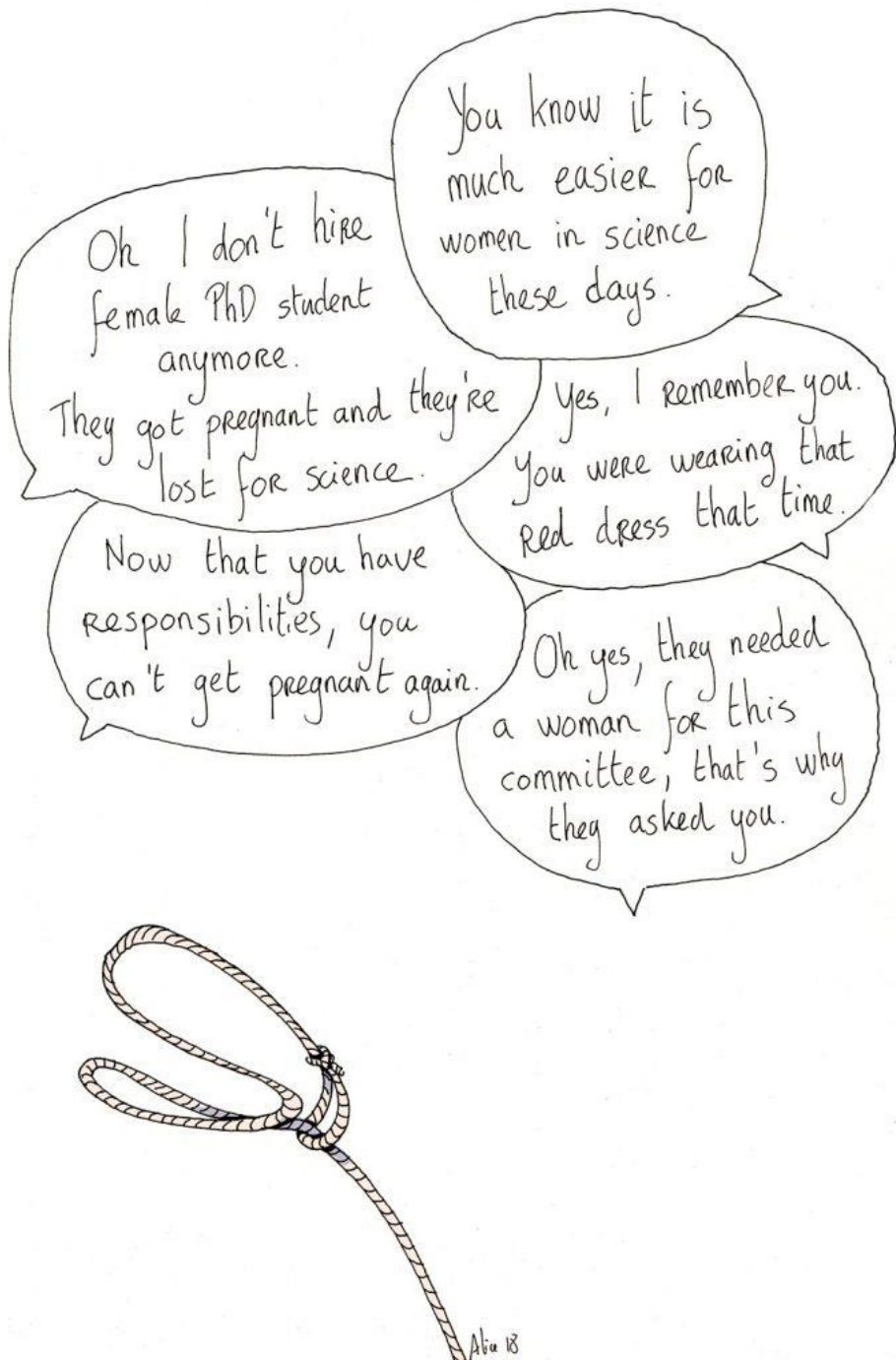
How to get the best out of any conference, by Bara Buhnova

https://youtu.be/9A_aKfHYdAk

CASUAL SEXISM IN R&I TEAMS

And the way to communicate it

Depleting Power of Casual Sexism



You are overreacting! You need to learn to take a joke



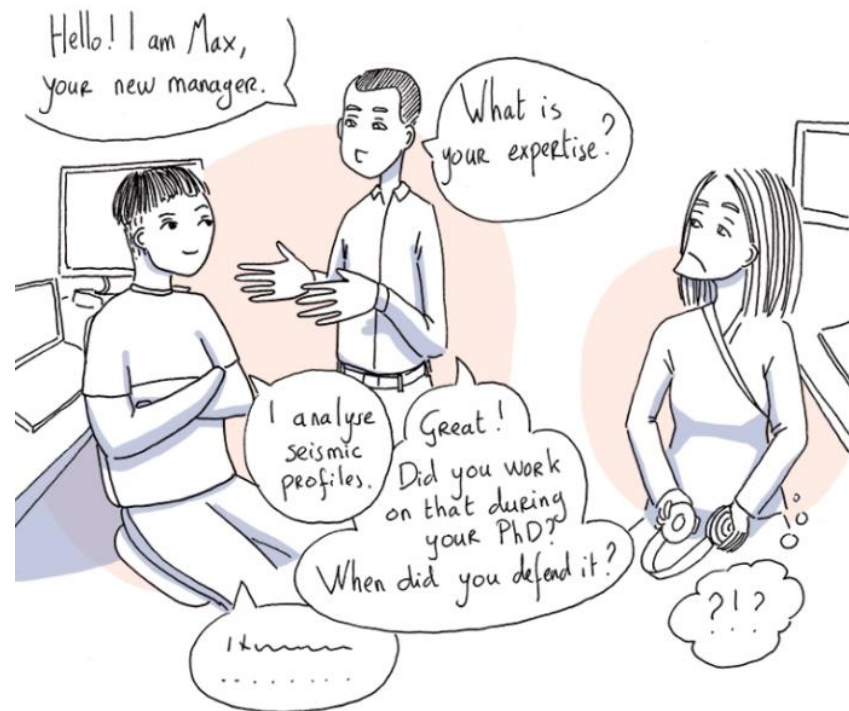
Unequal distribution of unpaid tasks is not a thing anymore. Really?



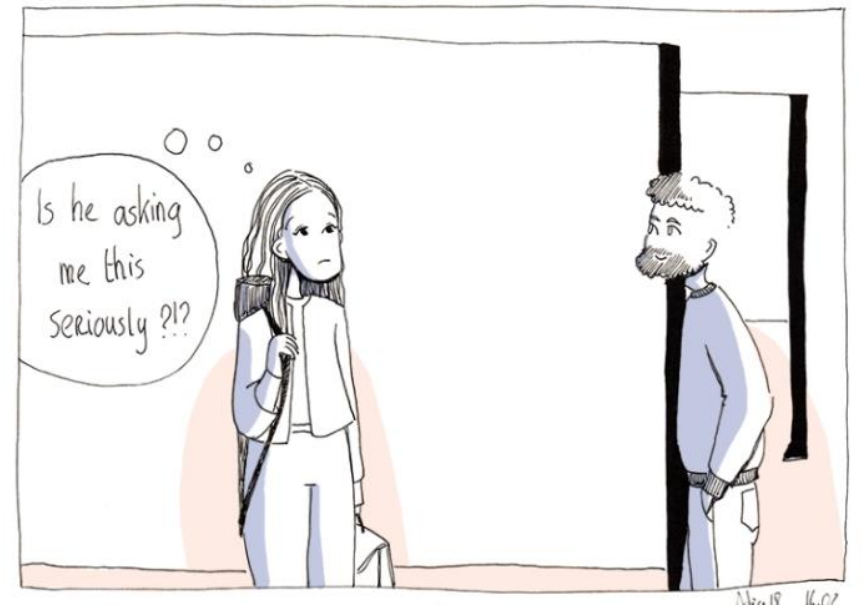
Credibility Gap



I treat women and men equally



You need to learn to take a compliment



Learn to become who we want you to be



Alice 27.01



22.01 Alice

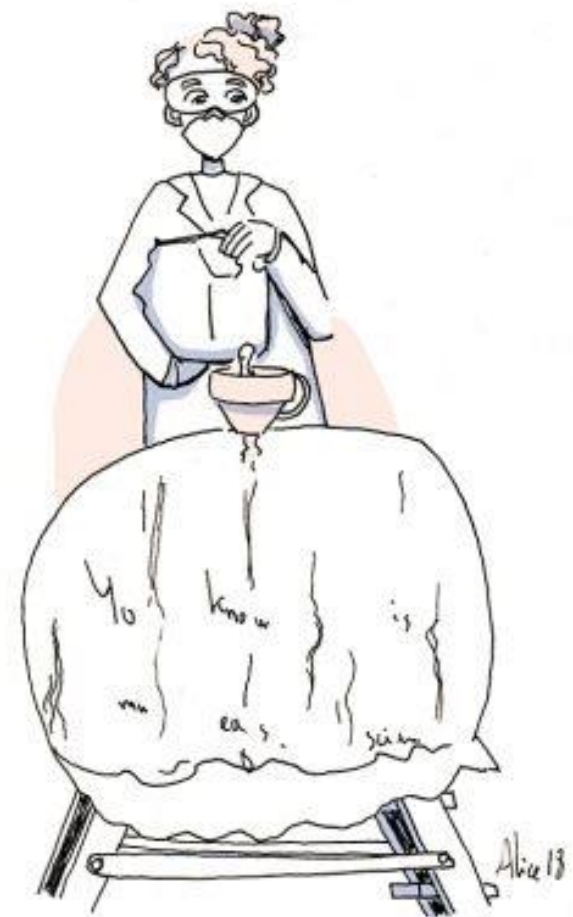
MATERNITY WALL

- Assumptions about competencies
 - In a study by Correll, Bernard and Paik (2007), mothers were rated as significantly less competent, less engaged, less suitable for promotion, received significantly lower initial salaries, 48% of mothers were recommended to be hired compared to 87% of non-mothers.
- Higher standards for mothers
 - Lower tolerance for delays, needed significantly higher scores in the management test to be considered for hiring
- Assumptions about their decisions
 - It is assumed that they will not be interested in a higher position
 - When they are not in the office, they are assumed to be at home with the children

It's easier to be a woman than man, nowadays



Dissolving Sexism and Discrimination

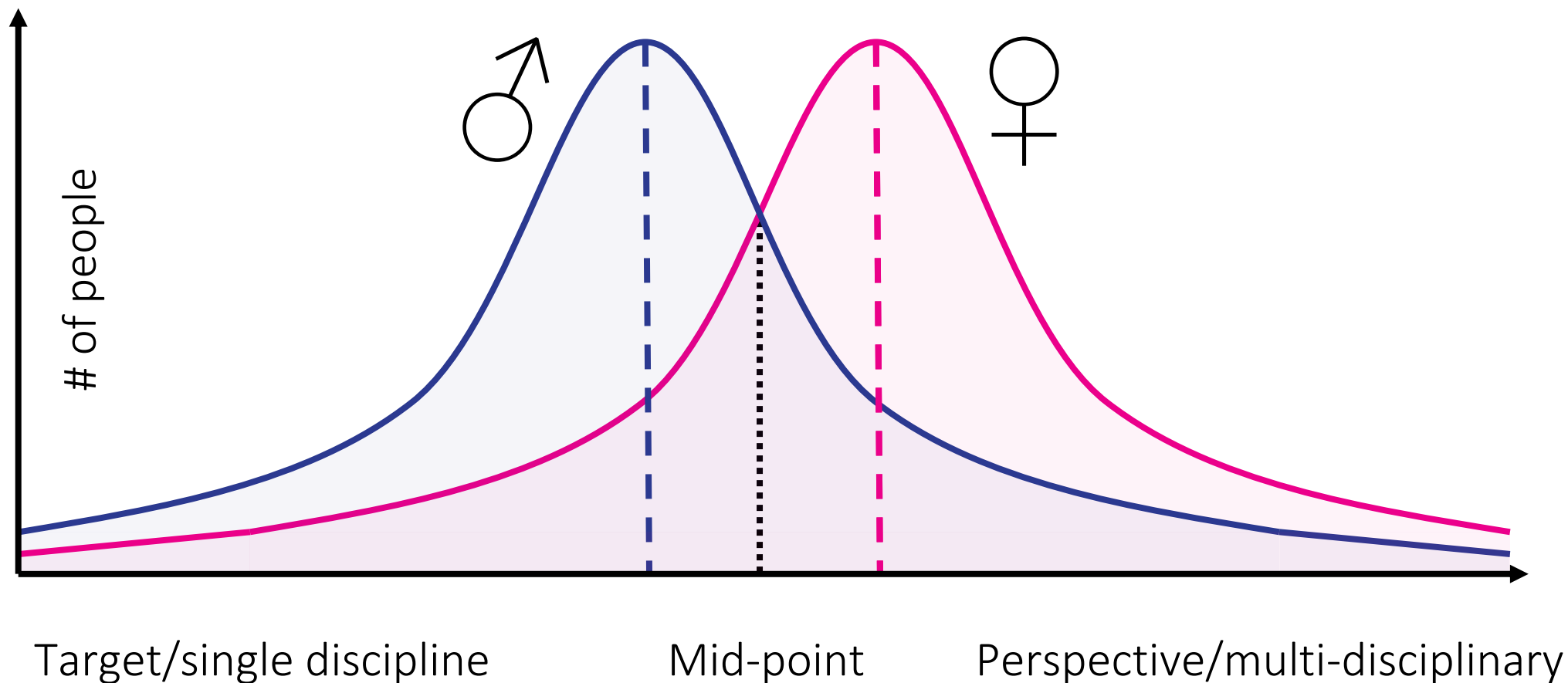




DIVERSE TALENTS APPRECIATION

- * Bell Curve of Diverse Talents and unconscious bias
- * Recognizing and nourishing diverse talents and strengths

BELL CURVE OF GENDER TENDENCIES

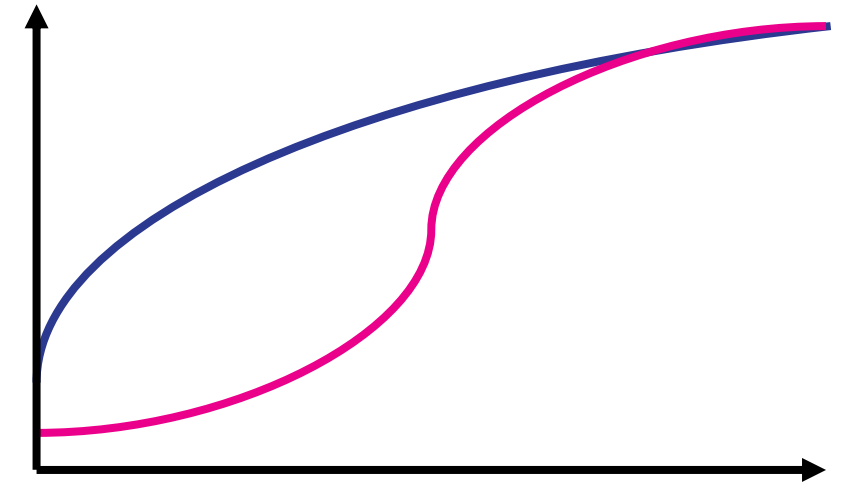


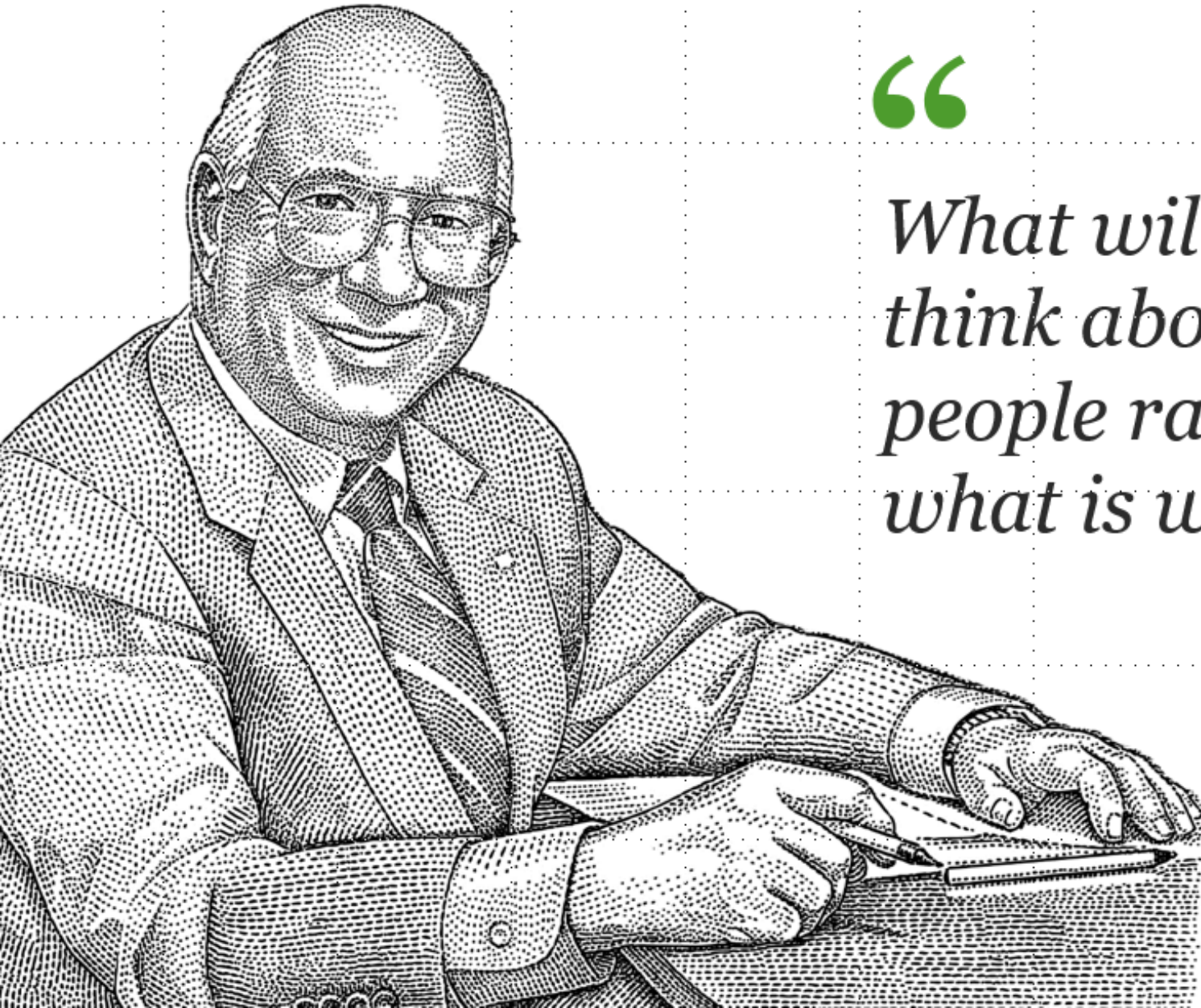
[1] B. Annis and R. Nesbitt, "Results at the Top: Using Gender Intelligence to Create Breakthrough Growth", Wiley, 2017.

[2] Weisberg, Y.J., DeYoung, C.G., Hirsh, J.B., "Gender differences in personality across the ten aspects of the big five. Frontiers in psychology" 2, 178 (2011)

HOW WE ARE LEAVING THE PERSPECTIVE-ORIENTED INDIVIDUALS OUT

- **Differences in approaching complex problems**
 - Perspective-oriented individuals need to build their context map first
 - they are slower learners at the beginning
 - but great integrators and multitaskers later
 - they feel anxiety from their context map never being complete
- **They have more interests as little kids**
 - Using technology for a purpose, not to change it
 - often starting later with advanced tech tasks
- **And there are some aspects related to girls specifically**
 - Perfection vs. bravery





“

What will happen when we think about what is right with people rather than fixating on what is wrong with them?

DON CLIFTON | (1924-2003)

FOUR DOMAINS OF CLIFTON STRENGTHS

- **Talents** = Naturally recurring patterns of thought, feeling, or behavior that can be productively applied.
- **Strengths** = Combination of talents, knowledge, and skills -- along with the time spent (i.e., investment) in practicing, developing your skills, and building your knowledge base.
- **Domains of Clifton Strengths**
 - Executing
 - Influencing
 - Relationship building
 - Strategic thinking
- We tend to mix **strengths** with **weaknesses**
 - Especially if the talents of others do not resemble ours

EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
People with dominant Executing themes know how to make things happen.	People with dominant Influencing themes know how to take charge, speak up, and make sure the team is heard.	People with dominant Relationship Building themes have the ability to build strong relationships that can hold a team together and make the team greater than the sum of its parts.	People with dominant Strategic Thinking themes help teams consider what could be. They absorb and analyze information that can inform better decisions.
Achiever Arranger Belief Consistency Deliberative Discipline Focus Responsibility Restorative	Activator Command Communication Competition Maximizer Self-Assurance Significance Woo	Adaptability Connectedness Developer Empathy Harmony Includer Individualization Positivity Relator	Analytical Context Futuristic Ideation Input Intellection Learner Strategic

UNCONCIOUS BIAS

“Thinking fast and slow” book by Daniel Kahneman

- Overall, we often make conclusion and only then we start searching for arguments to explain our conclusion

We can't be rational even if we wanted to

- Research has suggested that we are bombarded with 11 million pieces of information at any given time, but we can only handle 40.
- So our brain creates shortcuts, so that we can make decisions quickly without overwhelm. But this creates bias that we are unaware of, known as unconscious bias.

The point is to recognize that we are biased.

UNCONSCIOUS BIAS IN A NUTSHELL

- Stereotypes and biases are natural human feature, most of the time beneficial.
- But they make us see some people less talented than they are, others more talented as they are.
- They prevent us even from seeing our own value.
- **The managers should be the ones who can see the true potential in their people. They should be the ones who question stereotypes and biases.**
- We need open dialogue about our differences that connects us, not divides us.

BIASES

TAKEAWAY #5

The dark side of biases is that we tend to judge people's merit based on how their talent spectrum matches the already-successful ones.



BREAK – 15 MINUTES

BENEFITS AND CHALLENGES OF D&I

Why shall we make it a priority?

HOW I&D CONTRIBUTE TO ORGANIZATION SUCCESS

1. Better financial returns

According to a [2015 McKinsey report](#) called **Diversity Matters**, companies in the top quartile for both racial and ethnic diversity are 35% more likely to have financial returns that exceed their national industry medians. For companies in the top quartile for gender diversity this is 15%.

2. I&D drives innovation

[A study by Harvard Business Review](#) found that companies with an above-average total diversity (meaning migration, industry, career path, gender, education and age diversity), had 19% higher innovation revenues and 9% higher EBIT margins.

In its 2018 report, [The Diversity and Inclusion Revolution](#), Deloitte found that organizations with inclusive cultures were, among other things, six times more likely to be innovative and agile: they see more angles on potential problems, imagine smarter and multi-faceted solutions and spot the biases in what they're creating.

HOW I&D CONTRIBUTE TO ORGANIZATION SUCCESS

3. Attracting and retaining talent

Organizations that embrace diversity hiring benefit from a larger talent pool than those who don't. Their vacancies will gain interest from a wider range of candidates because more people with different backgrounds can relate to the organization.

4. Better performance and greater productivity

According to an executive briefing by the Society for Human Resources, research shows that generational diversity can improve organizational performance. It also shows that HR practices that improve the age diversity climate in a company can potentially further improve that performance.

According to the same briefing, both older and younger workers are more productive in companies with mixed-age work teams.

Source: <https://www.digitalhrtech.com/diversity-vs-inclusion>



CASE STUDY: **THE GREAT BRITISH DIVERSITY EXPERIMENT**

Author: Amanda Bennett, FairPlay Ltd



DIVERSITY LEADS TO PEOPLE BEING THEIR AUTHENTIC SELF AT WORK AND THUS CONTRIBUTE MORE CREATIVELY AND BE MUCH HAPPIER IN THEIR JOB

DIVERSITY IS THE NEW DARWINISM

THE EXPERIMENT

In January 2016 140 truly diverse people were recruited to the experiment. They were divided into 20 teams and briefed on a world changing challenge by Tesco—to solve food wastage in the home. The teams then worked on this brief for a month and during this time were ethnographically studied to enable an understanding of what is different, difficult and advantageous when diversity is in action. Not surprisingly, the methodology was highly creative using mobile-phone documentarians, open video forums, before and after surveys.

THE BENEFITS OF DIVERSITY WITHIN THE EXPERIMENT

The Experiment's leaders wanted to take the known benefits as demonstrated in cross-sectoral research such as McKinsey (2015) and the Lord Davies Reports, and show why and how diversity delivers better creative solutions. The following benefits were confirmed:

- **Diversity leads to people being their authentic self at work and thus contribute more creatively and be much happier in their job.** What is detrimental to being yourself (and thus creativity) is having to play to type, and

person in a room, you end up feeling you represent that group, rather than being able to just be yourself. These experiences of tokenism and type-fitting were in total contrast to the experience of the heterogeneous groups of the experiment.

- **It dramatically increases the possibility of new connections between experiences, perspectives, and insights that lead to distinctive, powerful and new creative ideas.**

The experiment shone a spotlight on the alchemy resulting from fresh collisions of personal experiences, reference points and cultural knowledge. In short, there are more raw materials to work with. Diversity is not just better for early stage ideas either. Raw ideas are shaped and improved more effectively: as a diverse team challenges ideas more, pushing them in new directions and different ways. By putting the same people in the room together, you get creative solutions that can be predicted, and ones your clients (stakeholders, members, partners) will probably anticipate.

- **Diversity means ideas develop via meritocracy, and not quick buy-in from the dominant cultural voice. It forces us to be truthful about creative merit.** Consensus often happens quickly in teams where



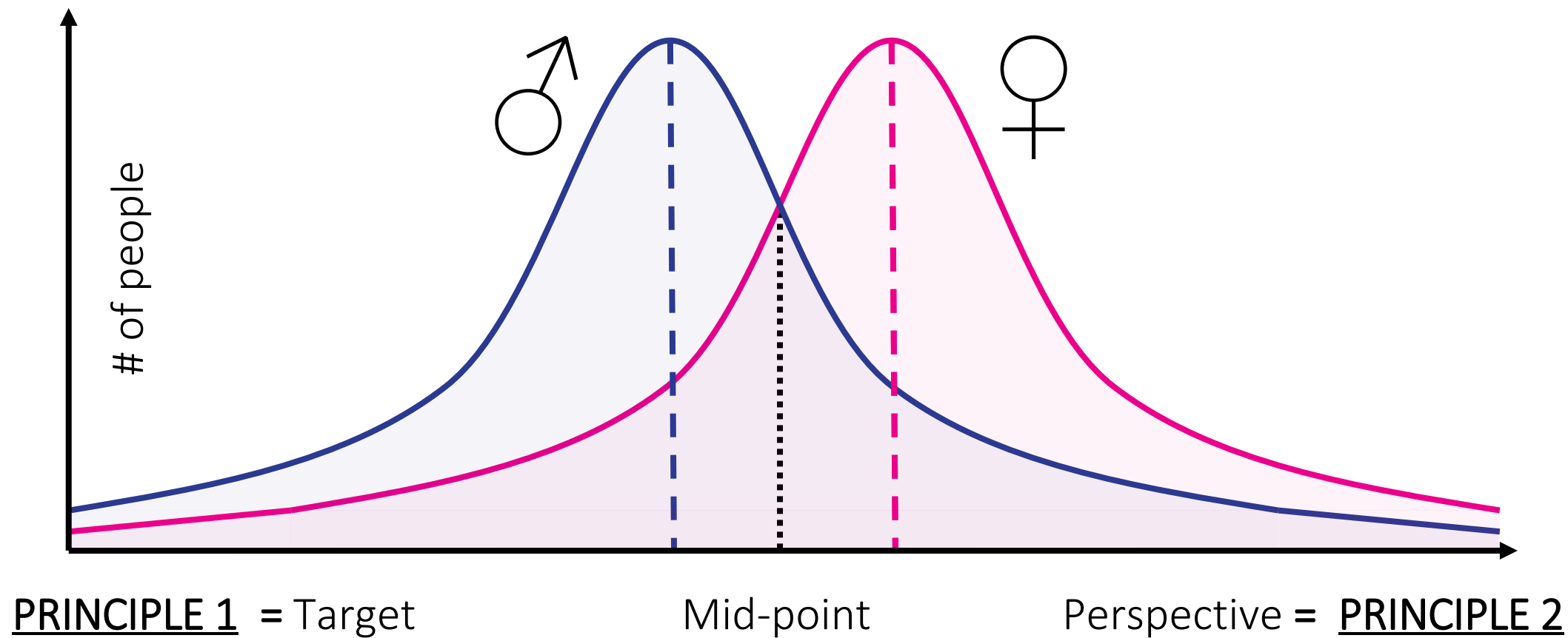
WHY ARE DIVERSE
TEAMS SUCCESSFUL?

WHY DIVERSE TEAMS PERFORM BETTER?

They are more innovative and agile, but how specifically?

- They imagine smarter and **multi-faceted solutions**, spot biases
- They increase the possibility of new connections between **experiences**, **perspectives**, and insights
- They see more angles on **potential problems**
- They benefit from **larger talent pool**
- They lead people to being their **authentic self**, be happier in their job

THE BELL CURVE OF GENDER TENDENCIES



PRINCIPLE-1 VS. PRINCIPLE-2 KEYWORDS

- **Principle-1 keywords**
 - **Target**, decision making, specialization, prioritization, comparison, facts, confidence, competition, assertiveness, sacrifice, demand, distance
 - **Short term** high-intensity commitment, i.e. strength, delivery
- **Principle-2 keywords**
 - **Perspective**, connection, integration, intuition, attention, communication, inclusion, emotions, experience, agreement, ethics, loyalty, assurance
 - **Long term** commitment, i.e. nurturing projects, people, relationships

COMBINATION OF THE TWO PRINCIPLES LEADS TO

- **Effective problem solving**
 - via combination of **facts and intuition**, more listening, wider spectrum of alternatives and perspectives that drive **better decision making**
- **Achieving long-term goals**
 - via combination of the **target** and **perspective**, incl. risk management
- **Innovation and better product design**
 - via **creativity** from intense **communication** between different mindsets
 - via fostering more **open-minded interaction** over time

COMBINATION OF THE TWO PRINCIPLES LEADS TO

- **Efficient resource utilization**
 - via combination of **short-term drive** and **long-term economical** mindset
- **Team productivity**
 - via attention to **results** as well as sustaining long-term team **commitment**
- **Safe environment**
 - via **protection** from the outside and **support/solidarity** on the inside
 - to explore, experiment, learn, grow, innovate, contribute
- **Inclusive culture**

PERFORMANCE

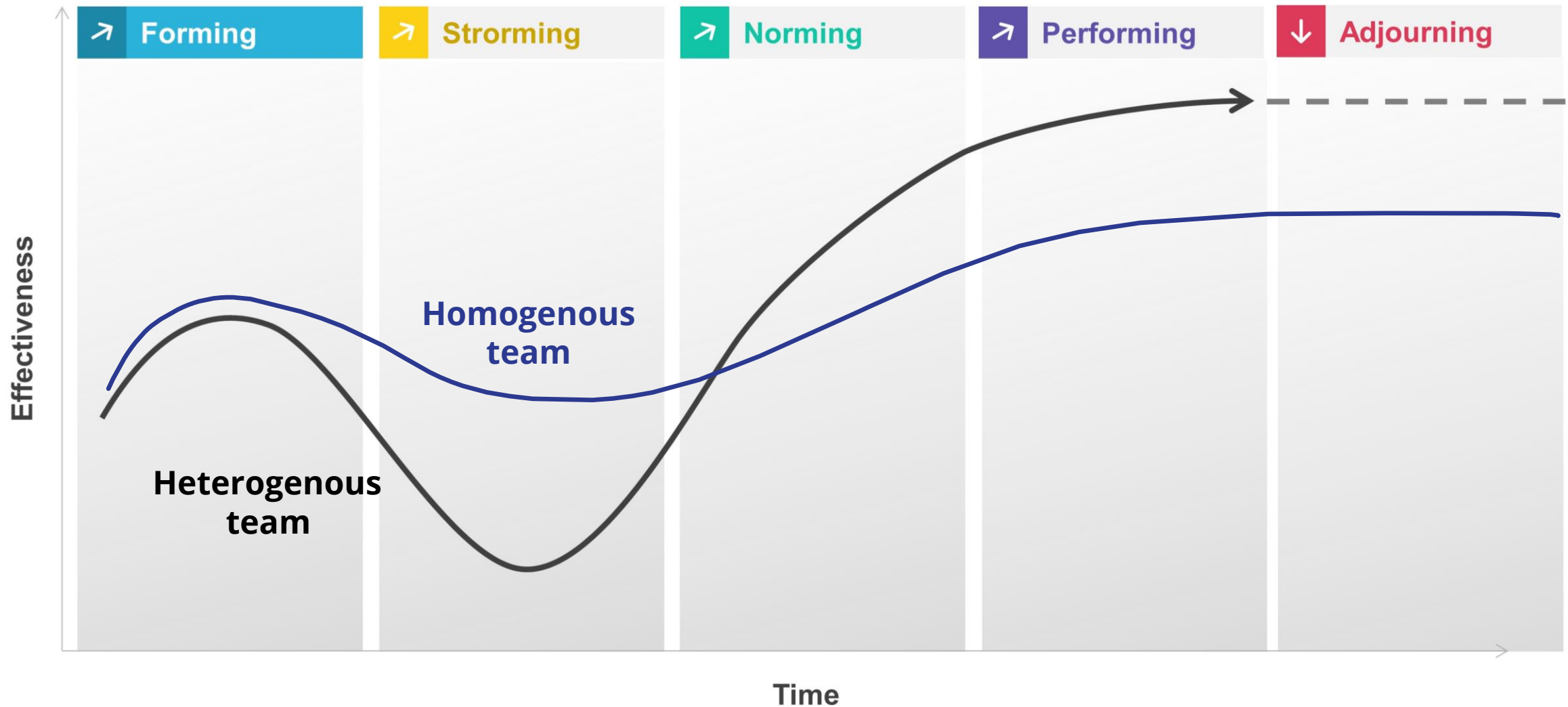
TAKEAWAY #6

The strength of diversity is that in combination we are getting more than the sum of parts – besides innovation also in terms of effective problem solving, achieving long-term goals, resource utilization, and many others.

CHALLENGES IN ACHIEVING DIVERSITY

- **Challenge#1.** We prefer people who are alike
 - Neuroscience reason, predictability, safety, comfort, no need to be alert
 - We first make a decision and then find an explanation, so we will always give “rational” reasons why it is better to keep the team homogenous
- **Challenge#2.** More difficult team dynamics
 - Tuckman’s model of team dynamics
- **Challenge#3.** Only the resilient underrepresented individuals stay
 - Tired of proving them wrong
 - Not feeling valued

TUCKMAN'S MODEL OF TEAM DYNAMICS



AVOIDING DIVERSITY

TAKEAWAY #7

Avoiding diversity is natural to human individuals,
but dangerous to humankind.

EQUALITY VS. EQUITY



In the first image, it is assumed that everyone will benefit from the same supports. They are being treated equally.



In the second image, individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.



In the third image, all three can see the game without any supports or accommodations because the cause of the inequity was addressed. The systemic barrier has been removed.

<https://www.diffen.com/difference/Equality-vs-Equity>

WHAT ARE THOSE BARRIERS – WOMEN IN TECH EXAMPLE

- **Internalized**
 - Imprinted patterns from the society (e.g., perfection vs. bravery)
 - Access to support and encouragement (i.e., deficiency to be compensated)
- **Outside the workspace**
 - Uneven distribution of unpaid work (e.g., caretaking)
- **Within the workspace**
 - Uneven distribution of work with lower credit (e.g., administration)
 - Flawed meritocracy (i.e., less value assigned to competencies more typical among women)
 - Defensive culture (i.e., stereotypes and unconscious biases by colleagues, managers)
 - Sense of belonging (like-minded role models, mentors, peers)

STRATEGIES

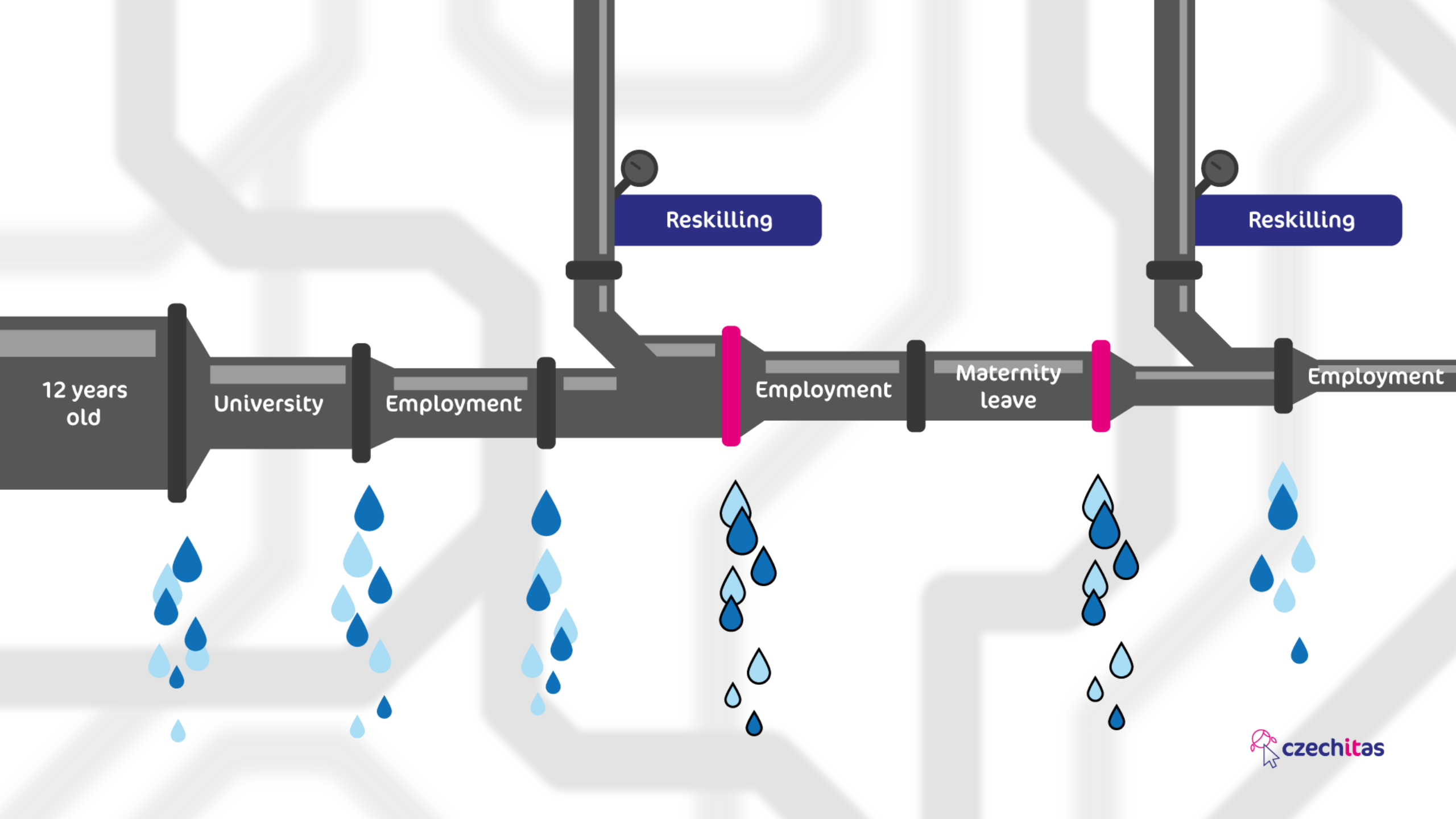
TAKEAWAY #8

Good I&D strategies do not introduce positive discrimination (= quick fix), they remove barriers (= solution).



ACTIONABLE STEPS

- * Effective strategies to promote I&D within your institution
- * The concept of Leaky Pipeline



PLUMBING THE LEAKY PIPELINE – HOMEWORK 😊

1. **Draw your pipeline** – highlight stages you can influence
2. **Understand the leaks** – what they are, what could be done about them
3. **For each stage of the pipeline** perform SWOT analysis – to prioritize where to focus your attention
4. **Collect all existing strategies** one can use to address the leak
5. **Learn which techniques work for your context** – what minority/group you are helping, what works for that group

STAGES FOR DIVERSITY STRATEGIES

1. Growing the pool of potential future candidates
2. Attracting minorities to apply to the company
3. Recruiting and Interviewing
4. Onboarding
5. Retention of underrepresented employees in the company
6. Promoting underrepresented employees
7. Outplacement



<https://www.bcg.com/en-cz/publications/2019/fixing-the-flawed-approach-to-diversity>

Fixing the Flawed Approach to Diversity

17 JANUARY 2019

By Matt Krentz, Justin Dean, Jennifer Garcia-Alonso, Miki Tsusaka, and Elliot Vaughn

Given all the effort that companies have put into diversity, it's perplexing that they are not making faster progress. Over the past few years, press attention and awareness have expanded the focus on obstacles that employees in diverse groups, particularly women, face at work. In response, companies have launched even more programs to address these obstacles, yet few of these efforts have yielded results. Although nearly all companies have diversity programs in place, according to our research, only about a quarter of employees in diverse groups said that they have personally benefited.

KEY FINDINGS OF THE STUDY

- 16,500 people of diverse age, race, ethnicity, gender, LGBTQ
 - asked to evaluate the effectiveness of 31 diversity initiatives
- **Back-to-basics measures**
 - that all groups agree are necessary and effective
- **Proven measures**
 - that members of each diverse group agree are effective
- **Hidden gems for each group**
 - that group members find effective and undervalued by comp. leaders

EXHIBIT 4 | The Most Effective Diversity Initiatives

RANKED BY EVERYONE

Getting back to basics: fundamentally reducing bias

- + Antidiscrimination policies
- + Formal training to mitigate biases and increase cultural competency
- + Removing bias from evaluation and promotion decisions

FOR FEMALE EMPLOYEES

Showing a viable path forward

- ☆ Visible role models

Providing tools that help successfully balance career and family responsibilities

- ✓ Flexible-work programs
- ☆ Parental leave
- ☆ Appropriate health care
- ☆ Childcare

FOR EMPLOYEES OF COLOR

Recruiting a diverse workforce

- ✓ Blind screening
- ✓ Diverse interview panels

Advancing employees of color

- ☆ Bias-free day-to-day experience
- ☆ Formal sponsorship of individuals; individual action plans

FOR LGBTQ EMPLOYEES

Mainstreaming the LGBTQ experience

- ✓ Participating in external events and rankings
- ✓ Appropriate health care

Removing bias

- ☆ Bias-free day-to-day experience
- ☆ Structural interventions

- + Back-to-basics measures ✓ Proven measures ☆ Hidden gems

HIDDEN GEMS

- **For women**
 - Role models and experience sharing (been there, done that)
 - Parental leave, and other support for mothers
- **For ethnic groups**
 - Bias-free promotion decisions
 - Formal sponsorship and individual advancement plan
 - Bias-free day to day experience (e.g., Invitation to meetings), i.e., limiting the “emotional tax” of constant self-defense
- **For LGBTQ**
 - Bias-free day to day experience, eradicating jokes on LGBTQ

BEST PRACTICES FROM RESEARCH&INOVATION

With examples from other institutions

SITUATION IN ACADEMIA

- In EU, women are under-represented among Doctoral graduates in most STEM fields (Physics 38.4%, Mathematics 32.5%, ICT 20.8%, Engineering 27%, Architecture 37.2%).
- Women occupy over 40% of academic-staff positions but are **under-represented at the highest levels of academia** (26.2%), with higher numbers in Humanities (35%) and lowest in Engineering & Tech (17.9%).

CEITEC BUT, CZECH REPUBLIC

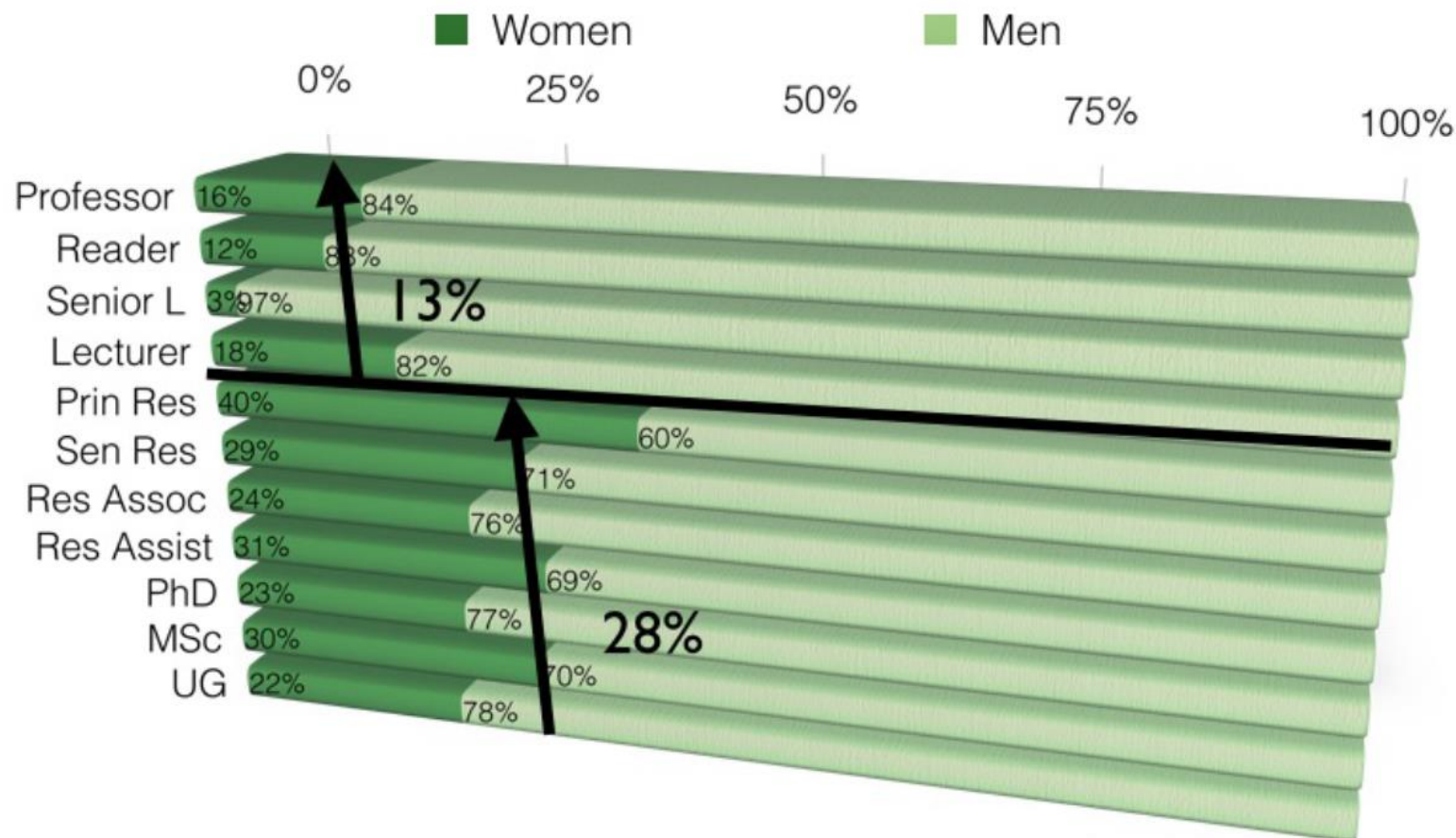
- Czech Republic
 - Female technical sciences researchers all - 13%
- CEITEC BUT
 - Female researchers all - 25% (from phd students to the top level)
 - Female phd students - 40%
 - Junior researchers - 20%
 - Senior researchers - 15%
 - Group leaders - 6%

RADBOUD UNIVERSITY, NL

- Representation of women (2017 data)
 - PhD students 34.2%
 - PostDoc 33.8%
 - Assist. prof. 20.3%
 - Assoc. prof. 12.9%
 - Full prof. 10.1%

UCL, UK

- Transition of women through the academic pipeline, average over 2010-2014



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Minerva Informatics Equality Award

The Minerva Informatics Equality Award recognises best practices in Departments or Faculties of European Universities and Research Labs that **encourage and support the careers of women in informatics research and education**.

The steering committee for the Minerva award are the members of the Informatics Europe Working Group Women in Informatics Research and Education (WIRE), which now are part of the [COST Action European Network For Gender Balance in Informatics \(EUGAIN\)](#).

On a three-year cycle, the award focuses each year on a different stage of the career pipeline:

- Developing the careers of female faculty, including retention and promotion;
- Supporting the transition for PhD and postdoctoral researchers into faculty positions;
- Encouraging female students to enrol in Computer Science/Informatics programmes and retaining them.

The 2022 Award

The 2022 Award is devoted to **gender equality initiatives and policies to develop the careers of female faculty, including retention and promotion**. It celebrates successful initiatives that have had a measurable impact on the careers of women within the institution.

Access the [2022 Call for Submissions](#).

Submit to the 2022 Award

Deadlines

Full Submissions: 30 June 2022

Winner(s) notification: August 2022

Submissions Closed

Sponsored by



Past Winners & Award Committees

2021 - Recruiting and Supporting Female Students

2020 - Careers of Female PhD and Postdoc Researchers

2019 - Careers of Female Faculty

EUGAIN WG2: FROM UNDERGRADUATE TO PHD

- **Main issues driving women to drop out** of an academic career in CS
 - Financial factors, workload, feelings (frustrated, overwhelmed, disappointed)
- **What they would appreciate**
 - Role models and mentoring programs, personal development programs
- **Other barriers emphasized** by young researchers
 - The requirement that a person needs to spend some time abroad (after PhD, min 3 months, no funding for that), it would help to accept also virtual and hybrid mobilities
 - Not many permanent positions available, only temporary positions
 - Handling the dynamics and pressure in academia, working too much, you are a CEO basically

EUGAIN WG3: FROM PHD TO PROFESSOR

- Reasons attributed to stereotypes about women
- Women in STEM have “lower social capital” (i.e., peer network) which limits opportunities; perceive their academic climate as unwelcoming, and report hostility in their work environments (sexual harassment and discrimination)
- **Three main factors repelling women** from STEM academic environment:
 - (a) numeric underrepresentation and stereotypes,
 - (b) lack of supportive social networks, and
 - (c) chilly academic climates.

EUGAIN BOOKLET FROM PHD TO PROFESSOR

- **Recruiting women for a position or promotion**
 - Approach candidates directly. Not only for recruitment, but also promotion.
 - Distinguish must-have and nice-to-have requirements and stick to them
 - Show your commitment to inclusive and flexible working environment with examples
- **Applicant evaluation for hiring or promotion**
 - Blind CVs do not help much for gender inclusiveness (but helps for ethnic inclusiveness)
 - Be aware of the biases. Search for strengths, not weaknesses.
 - Ask about the path, not the result. Consider the career breaks. Value attitude over numbers.
 - Band-based hiring (decide about the top band, e.g., top three, and then choose by diversity).



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Gender Equity - Women in Science

Recruitment Bias in Research Institutes

hitas

EUGAIN BOOKLET FROM PHD TO PROFESSOR

- **Retaining female talent and expertise**
 - Have family/caretaking-friendly guidelines in place, consider it in terms of support while travelling to conferences, when evaluating international experience.
 - Guidance for on-the-job learning, as well as coaching, mentoring, and workshops.
 - Credit time spent on gender-balance activities, do not overload women with them.
- **Support career growth of women**
 - Invest individually, run mentoring programs.
 - Give visibility to women in decision-making, consider women for prestigious tasks.
 - Nominate women for prizes and awards, nominate them as keynote speakers.

EUGAIN BOOKLET FROM PHD TO PROFESSOR

Caregiver and childcare support @ Schloss Dagstuhl

Schloss Dagstuhl supports parents who would otherwise not be able to attend the events due to a lack of childcare opportunities at home^a. Schloss Dagstuhl offers the following childcare alternatives:

- Guests are welcome to bring a caregiver of their choice (spouse, relative). This person receives free room and board and is accommodated in a room together with the child and parent(s).*
- Qualified childcare (for children up to 12 years of age) is provided by the Schloss Dagstuhl nanny.*

^aDue to the SARS-CoV-2 pandemics the support is temporarily suspended at least till March 31, 2022.
<https://www.dagstuhl.de/en/program/childcare-at-schloss-dagstuhl/>

GENDER DIFFERENCES IN COLLABORATION IN R&I

- **Women as co-authors:** In a co-author pair, the probability of a woman's coauthor to be a woman in the dataset is 21.2%, the probability of a man's coauthor to be a woman is 12.3%.
- **Teamwork:** Total of 232 papers had a single author, of which 18 were women, 209 were men.
- **Source:** Yamamoto, J., and Frachtenberg, E. (2022). Gender differences in collaboration patterns in computer science. Publications, 10(1), 10.

Field	Authors	Women
Human-computer interaction	4066	26.3%
Human-computer interaction	4066	26.3%
Knowledge systems	1792	16.1%
Software engineering and languages	961	13.7%
Artificial intelligence	8908	11.8%
Computer systems	9673	10.3%
Theory and algorithms	1241	8.3%
Overall	27098	14.1%

GETTING STARTED

Actionable steps

HOW TO START

1. STRATEGIC LEVEL

WHY

Why are you doing it? You need a **vision** and believe in it.
Find a vision that motivates you.

2. TACTICAL LEVEL

HOW

Where is your pipeline leaking and why? You need to understand the **effective** ways to achieve your strategic goal.

3. OPERATIONAL LEVEL

WHAT

Set **SMART** (specific, measurable, etc.) goals, monitor your progress, adapt, refine.

PREPARE THE TERRAIN AND DIRECTION

- How leadership believes in it is crucial **STRATEGIC**
 - How you talk about I&D – in meetings, public, at the coffee machine
 - How you act on it – e.g. in hiring
 - How you prioritize it – in meetings, documents
- Strategy towards repairing the leaky pipeline **TACTICAL**
 - Allocate resources and responsibilities – under your leadership
 - Collect data segregated by minorities – to understand the holes in the pipeline
 - Examine culture and measure progress – start with 360° feedback on managers
 - Set steps towards inclusive culture

GOLDEN RULES OF GOAL SETTING

OPERATIONAL

1. Make the vision that motivates you a **visual reminder**.
2. Set **SMART Goals**
 1. **S**pecific - so that they are understandable and verifiable
 2. **M**easurable - set your KPIs and strategy to measure them
 3. **A**ttainable - realistic and achievable
 4. **R**elevant - to your vision
 5. **T**ime bound - short term / mid term / long term goals
3. Make an action plan
4. Monitor your progress, adapt and refine

SUMMARY OF TAKEAWAYS

And your questions

COMMUNICATION

TAKEAWAY #1

Talk about I&D so that people listen.
Listen so that people (critical of I&D) talk.

THE RIGHT WAY TO DO IT

TAKEAWAY #2

The best thing you can do to promote diversity
is to dismantle “the right way to do it.”

TALENT

TAKEAWAY #3

We cannot afford losing talented people.

-- Those we have & those we do not have yet.

-- Not only losing the people but also missing their talent.

INCLUSION

TAKEAWAY #4

Instead of organizing people (tell them what to do), we need to focus on managing the environment that will stimulate and grow people.

— MANAGING FOR HAPPINESS

BIASES

TAKEAWAY #5

The dark side of biases is that we tend to judge people's merit based on how their talent spectrum matches the already-successful ones.

PERFORMANCE

TAKEAWAY #6

The strength of diversity is that in combination we are getting more than the sum of parts – besides innovation also in terms of effective problem solving, achieving long-term goals, resource utilization, and many others.

AVOIDING DIVERSITY

TAKEAWAY #7

Avoiding diversity is natural to human individuals,
but dangerous to humankind.

STRATEGIES

TAKEAWAY #8

Good I&D strategies do not introduce positive discrimination (= quick fix), they remove barriers (= solution).

Thank you.



Google.org

IBM

Microsoft

ŠKODA

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