A/B testing sexism

Interviewing as a female executive in tech
About Me

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Candidate A

No CS degree
5 months software
No management
No exec experience

Candidate B

No CS degree
15 years software
10 years management
1.5 years exec
CTO
No CS degree
5 months software
No management
No exec experience

Me
No CS degree
15 years software
10 years management
1.5 years exec experience
STAND BACK

I'M GOING TO TRY

SCIENCE

XCEL MEDIA
Mike

- CS degree
- 15 years software
- 8.5 years management
- 2 years exec

Me

- No CS degree
- 15 years software
- 10 years management
- 1.5 years exec
Company A

75 developers
Company B

Must have solved their exact problems
Company C

softer touch
exec recruiters
Title inflation

Mike
Team lead & Manager
Consultant
VP, Engineering

Me
Team lead & Manager
Consultant
VP, Engineering
So what’s going on..?
In Groups vs Out Groups
In Groups & Out Groups

• In Group - hire based on potential
• Out Group - hire based on experience

McKinsey report: ‘Unlocking the full potential of women in the US Economy’ 2011
Gender Diversity in Silicon Valley 2016

Women make up 12.5% of executive roles in Silicon Valley

43.3% of the top 150 Silicon Valley companies have no women at all in executive positions
The Pipeline Problem
“Software development is not a charity. If some people are better at it they will get the job”

https://www.theguardian.com/technology/2016/feb/12/women-considered-better-coders-hide-gender-github#comment-68529126
Women are underrepresented in fields whose practitioners believe that raw, innate talent is the main requirement for success, because women are stereotyped as not possessing such talent.

This hypothesis extends to African Americans’ underrepresentation as well, as this group is subject to similar stereotypes.
Unconscious Bias

Unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness.
What qualifies you to be a police chief?

Redefining Merit to Justify Discrimination
Eric Luis Uhlmann, Geoffrey L. Cohen 2005
What we can do about it
As allies
As interviewers
Have an interview process
Gender Decode your job ads

http://gender-decoder.katmatfield.com/

Masculine-coded words in this ad

- autonomy
- leads

See the full list of masculine-coded words

Feminine-coded words in this ad

- shared
- collaborative

See the full list of feminine-coded words
Assemble a diverse group to interview
take home tests for engineers.
Gender differences and bias in open source: Pull request acceptance of women versus men.


• Women’s PR contributions are accepted more often than men’s when they are not identifiable as women.

• When women are identifiable, their contributions are accepted less often than men’s.
take home tests for execs..
Salary Bands

<table>
<thead>
<tr>
<th>level</th>
<th>band</th>
</tr>
</thead>
<tbody>
<tr>
<td>junior developer</td>
<td>x-x</td>
</tr>
<tr>
<td>developer</td>
<td>x-x</td>
</tr>
<tr>
<td>senior developer</td>
<td>x-x</td>
</tr>
<tr>
<td>staff engineer/engineering manager</td>
<td>x-x</td>
</tr>
</tbody>
</table>
# Engineering ladder

<table>
<thead>
<tr>
<th>Junior developer</th>
<th>Technical Skill</th>
<th>Impact</th>
<th>Agile Knowledge</th>
<th>Communication &amp; Leadership</th>
<th>Mentoring &amp; teaching others</th>
<th>Architecture</th>
<th>Recruiting</th>
<th>Helpful books</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Learning coding best practices (see guidelines here)</td>
<td>Capable of completing well defined sub-tasks</td>
<td>Learning to estimate stories</td>
<td>Communicates status to team</td>
<td>Learning pairing</td>
<td>Learning MVC</td>
<td></td>
<td>Practical Object-Oriented Design in Ruby by Sandi Metz</td>
</tr>
<tr>
<td></td>
<td>Learning coding standards</td>
<td>Capable of providing on-call support for their team's code with assistance from other team members</td>
<td>Asks for help</td>
<td>Learning to respond to PR comments</td>
<td>Learning REST</td>
<td></td>
<td></td>
<td>Clean Code by Robert C Martin</td>
</tr>
<tr>
<td></td>
<td>Learning source control and development tools</td>
<td>Accepts feedback graciously</td>
<td></td>
<td></td>
<td>Learning at least one web or javascript framework</td>
<td></td>
<td>Art of Agile by James Shore</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Learning Ruby on Rails</td>
<td>Learning how to ask for clarification on unclear tasks</td>
<td></td>
<td></td>
<td>Learning how browsers work: request lifecycle, how events work, blocking vs</td>
<td></td>
<td>Growing Object Oriented Software Guided by Tests by Steve Freeman</td>
<td></td>
</tr>
</tbody>
</table>
As interviewees
Apply!

- Men apply for a job when they meet 60% of the qualifications
- Women apply when they meet 100% of the qualifications
Read this book!

Demystifying Public Speaking
Lara Hogan
Ask for feedback
It’s not you it’s them
Thanks!

Lisa van Gelder
Senior Vice President, Technology
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We’re hiring!
Quoted Articles & Studies

McKinsey report: ‘Unlocking the full potential of women in the US Economy’ 2011
http://cra.org/resources/taulbee-survey/
https://www.theguardian.com/technology/2016/feb/12/women-considered-better-coders-hide-gender-github#comment-68529126

Expectations of brilliance underlie gender distributions across academic disciplines
by Sarah Jane Leslie, Andrei Cimpian Meredith Meyer, Edward Freeland Science 16 Jan 2015 : 262-265

Redefining Merit to Justify Discrimination - Eric Luis Uhlmann, Geoffrey L. Cohen 2005
http://gender-decoder.katmatfield.com/
https://hbr.org/2014/08/why-women-dont-apply-for-jobs-unless-theyre-100-qualified

Demystifying Public Speaking - Lara Hogan