

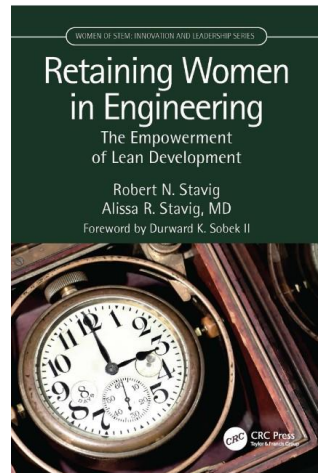
**2023 LPPDE North American Conference**  
**Creating a Culture of Innovation**  
**Oct 2-5, 2023**  
**Ann Arbor, MI**

**Half Day Workshop**  
**Oct. 2, 2023**

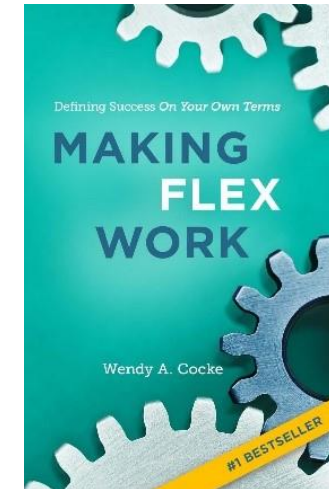
## Retaining Women in Engineering – Leveling the Playing Field



Bob Stavig  
Retired HP



### PART 2



Wendy Cocke

ENGINEERING  
LEADERSHIP  
SOLUTIONS

# We will focus on 5 areas:

- 1) The Gender Schema, (broader than stereotypes) Bias and Confidence.
- 2) The risks and benefits of women focusing on relational work (vs technical)
- 3) The current methods of traditional product development, how they create an unlevel playing field for women, and the learnings from medicine.
- 4) How to create a flexible (non traditional work schedule) using simple engineering principles using the Making Flex Work Workbook to
  - 1) “Get what’s right for you when it comes to work/life balance”
- 5) How to apply the six Principles of Lean Development to:
  - a. Significantly improve your organizations business performance.
  - b. Drive innovation, and
  - c. Level the playing field for women

Before we talk about ....

How to do the work .....

We need to talk about what the work is..... And

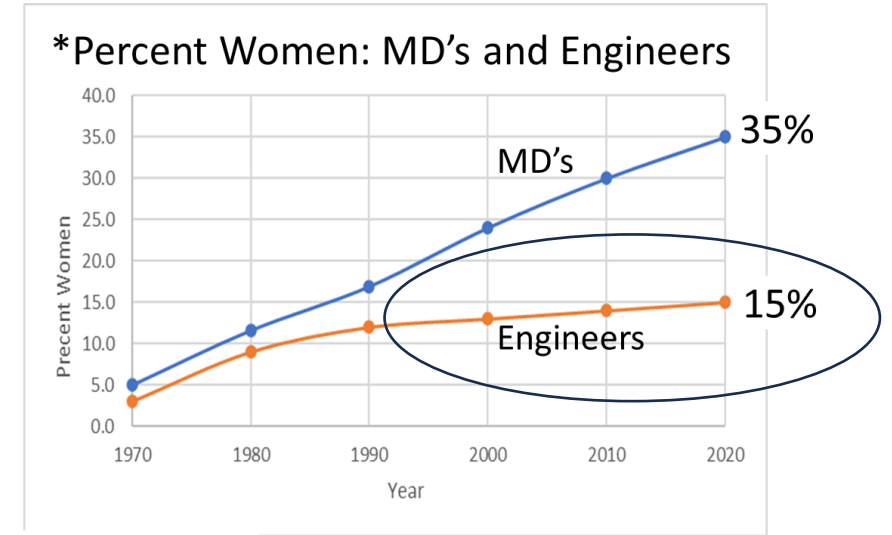
The retention areas that have been focused on

What retention areas have been worked on

What matters – from the research

# This is the list we arrived at

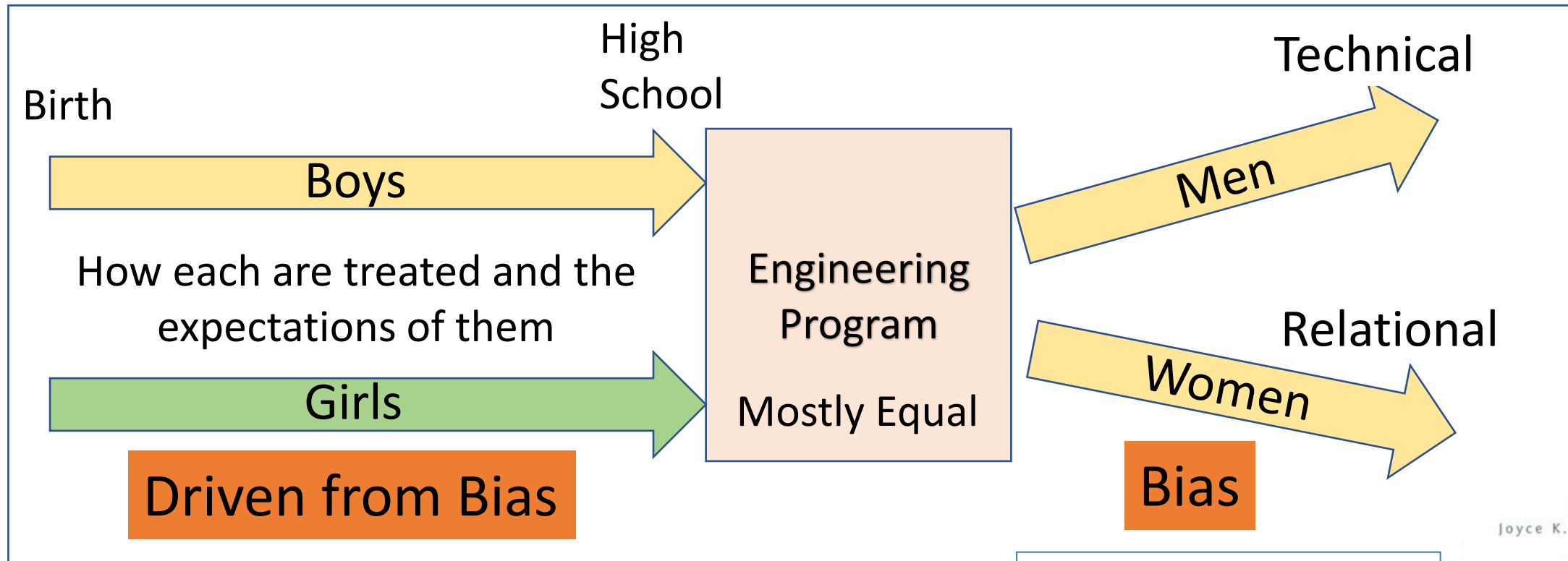
- Growth Potential and Empowering Work Environment
- Gender Pay Gap (of minimal impact)
- Inspired to Come to Work
- The Type of Engineering and the Type of Work
- Relational Work
- (Desire for) Social Contribution and Communal Work
- The Choice for Other Work
- (Lack of) Career Path
- (Lack of) Women Role Models and Mentors
- (Lack of) Work–Life Balance and Part-Time Work
- (Lack of opportunity) Innovation and Patents
- Work Climate (Issues)



With Flat Progress just having a list seems completely reasonable

- 1) The risks and benefits of women focusing on relational work (vs technical)
- 2) The current methods of traditional product development, how they create an unlevel playing field for women, and the learnings from medicine.

# Gender Schema that Contributes to the Challenge



## Implicit Bias Drives

- Unequal value on performance
- Unequal view of errors
- Differences in opportunity

Disappearing Acts  
Gender, Power, and  
Relational Practices  
at Work

Joyce K. Fletcher, © 1999  
Publisher MIT



What the work is .....

## Relational or Technical

Do you see this in your organization?

Do you see individuals with defined areas of responsibilities?

Is there a general pattern between men and women?

Do you see first level managers (and above) relational or technical?

What are the risks and benefits?

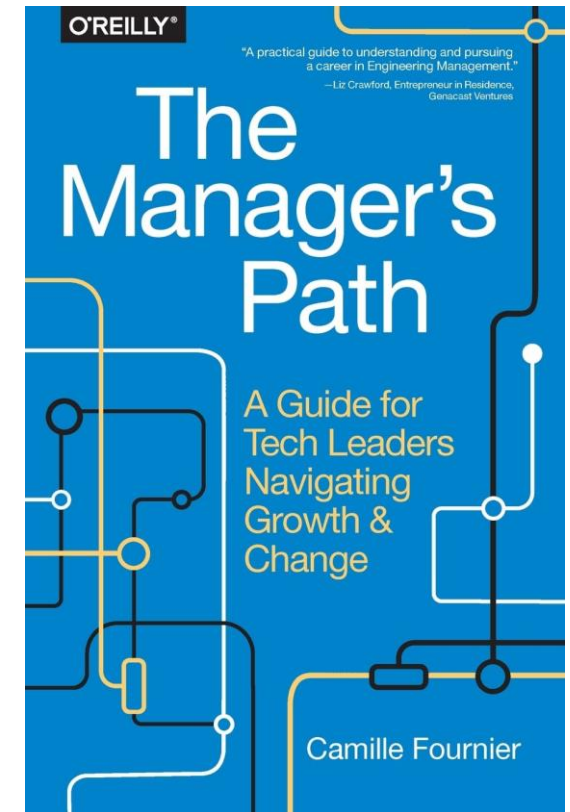


# Some References.....



Disappearing Acts  
Gender, Power, and  
Relational Practices  
at Work

Joyce K. Fletcher, © 1999  
Publisher MIT



The Managers Path, © 2017

Camille Fournier

Staying Technically Relevant. page 153

# Relational vs Technical

## Relational ....

### Disappearing Acts (Fletcher, page 48)

- Preserving the project
- Mutual Empowerment
- Self Achieving
- Creating Team

## Staying Technical Relevant....

### Managers Path (Fournier, page 153)

- Oversee technical investment
- Ask informed questions
- Analyze and Explain Engineering and Business Tradeoffs.
- Make specific requests
- Use your experience as a gut check.
- My add, find your specific value technical add.

# Traditional Product Development

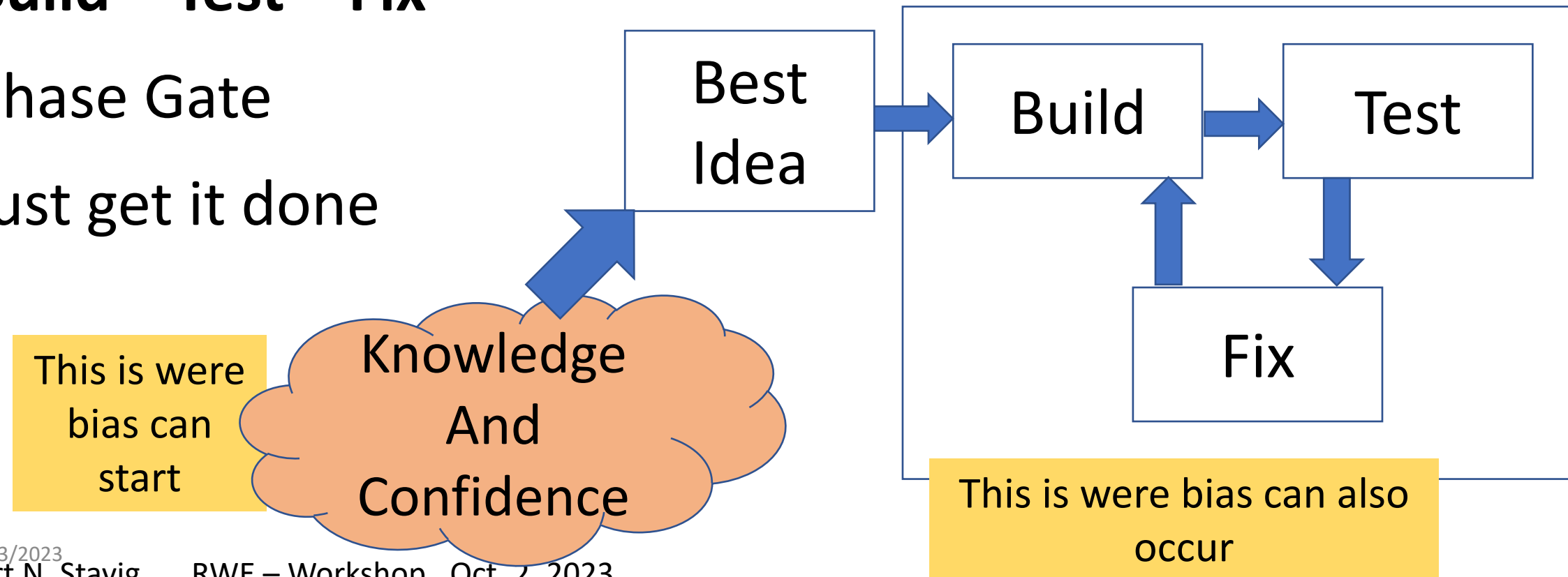
## Characteristics

1. Separation of technical and business

**2. Build – Test – Fix**

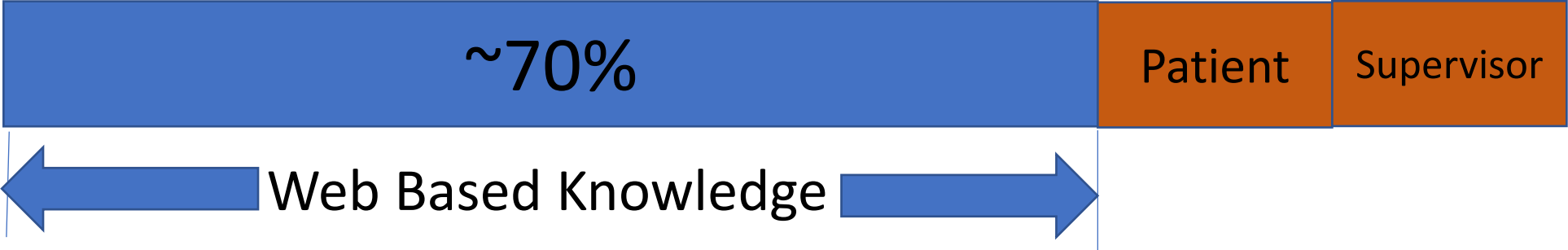
3. Phase Gate

4. Just get it done

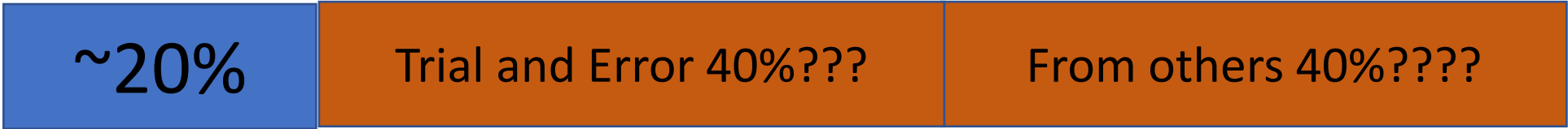


# Access to Learning (knowledge) .....

Physician



Engineer



Web Based



Now we come back to our two problems...

How the work is done (which includes relational work)

Lack of access to parttime work