

**Women in Defense
Briefing for the
Integrated Program Managers' Quarterly Meeting
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WID: An Affiliate of NDIA



- **Increased focus on WID as part of NDIA's six strategic imperatives**
 - Advance Budget Stability
 - Promote Innovation in Technology and Process
 - (Re)Gain Acquisition Agility
 - Foster Small Business Success
 - **Strengthen the Defense Industrial Base and Workforce**
 - Expand Security Cooperation
- **WID “Strengthens the Defense Workforce” by promoting programming that creates and enhances opportunities for women, increasing diversity within the defense community**



Diversity in Decision Making

NDIA

- **What happens when an organization lacks diversity in decision making?**



Printed hooded top £7.99

Green



Select size

- 1 1/2 2Y
- 2 4Y
- 4 6Y
- 6 8Y
- 8 10Y

[Size Guide](#)

Next Day Delivery, Nominated Delivery Slot, Pick-up in store and Standard Delivery in 2-3 days.

ADD TO SHOPPING BAG

FIND IN STORE

DESCRIPTION DETAILS SHARE DELIVERY AND PAYMENT

Top in soft, printed sweatshirt fabric with a wrapover hood and ribbing at the cuffs and hem. Soft brushed inside.







Harassment and Assault in the Workplace

NDIA

- **#metoo**
 - Created by Tarana Burke over 10 years ago
 - Victim support through empathy
 - Focus on women of color and women from disadvantaged backgrounds
 - Went viral after an Alyssa Milano tweet
- **#metoonatsec**
 - 223 women signed an open letter
 - Five recommendations to reduce incidence of harassment and assault
 - Hold leaders accountable for creating, nurturing, and enforcing a workplace culture that respects and includes women as equal peers and colleagues
 - Also recommends addressing “serious gender imbalances in senior leadership positions”
 - Diverse teams consistently linked to better outcomes



Diversity in Decision Making

Diversity WINS



- **2015 McKinsey report on 366 public companies (Harvard Business Review)**
 - Top quartile for ethnic/racial diversity in management, 35% more likely to have financial returns above their industry mean
 - Top quartile for gender diversity, 15% more likely
- **Diverse Groups:**
 - Focus more on facts
 - Process facts more carefully
 - They are more innovative



Diversity in Decision Making

How do you create diverse organizations?



- **Simply telling interviewers to “select more women/diversity” doesn’t work**
 - Overcoming personal biases incredibly difficult
- **1970 5% of musicians in top 5 US orchestras were women**
 - Beginning with the BSO, orchestras implemented “blind” auditions
 - Today 35% of musicians in top orchestras are women
- **Design processes to deliver diversity**
 - ***What Works: Gender Equality By Design***, Dr. Iris Bohnet
 - Behavioral Economist
 - Professor of Public Policy at Harvard Kennedy School
 - Director of the Women and Public Policy Program
 - Co-Chair of the Behavioral Insights Group
 - Associate Director of the Harvard Decision Science Laboratory



Diversity in Decision Making

Gender-Specific Challenges



- **“What is celebrated as entrepreneurship, self-confidence, and vision in a man is perceived as arrogance and self-promotion in a woman.” (p. 22)**
 - Women face a trade-off between competence and likeability
 - When performance is observable, successful women are rated as less likeable than men
 - When performance is ambiguous, successful women are rated as less competent than men
 - “Because of our biases, we tend to react to successful women much like we react to dishonest men; we do not like them and do not want to work with them” (p. 26)



Diversity in Decision Making



How do you create diverse organizations?

- **Understanding our biases, and collaborating with co-workers on solutions “unfreezes” behavior and creates low-cost ways of changing behavior**
 - Need to test and measure what works and what doesn't
 - Hotels which require keys to turn on lights
- **Create smarter evaluation procedures**
 - Evaluate comparatively and hire or promote in batches
 - Remove demographic info from job applications
 - Use predictive tests and structured interviews
- **Create equal opportunities for negotiation**
- **Create mentoring, sponsorship, and networking initiatives to build leadership capacity**



Diversity in Decision Making

How do you create diverse organizations?



- No silver bullets to “Create Diversity Tomorrow”
- Important to understand impact of underlying biases
- Design processes to mitigate the impact of biases and deliver diversity results
- Research is clear: Diverse teams will outperform teams without diversity
- BL: Diversity Strengthens the Defense Industrial Base and Workforce



Questions?

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