Not For Women Only

Heidi Hahn, Los Alamos National Lab

"COACh is a grass-roots organization in the U.S. that is working to increase the scientific success and leadership capacity of women scientists and engineers. One of COACh's most visible and high-impact activities has been its career building workshops held at several hundred universities and professional society meetings. Since its formation in 1997 over 18,000 researchers, faculty, graduate students and postdoctoral associates from across the U.S. have participated in COACh workshops. The research collaborations, leadership training, career guidance, mentoring and networking opportunities provided in these programs have been shown to greatly enhance the career progress and scientific successes of women scientists who have participated in its programs.

More recently COACh has been working with scientists and engineers in developing countries to assist in building intellectual and leadership capacity in areas of global need through two types of programs.

The first program involves creating research and educational partnerships between women scientists in the U.S. and those in developing countries through 1-3 day workshops on a scientific topic of mutual interest. Such workshops on a variety of topics have been held in Chile, Argentina, Jamaica, Morocco, Namibia, Laos and Vietnam.

The second program involves offering COACh career building workshops in-country for men and women scientists and engineers on topics that include obtaining research funding from international sources, publishing research results, communicating science effectively to international audiences, career launch and fellowship applications, negotiation and leadership techniques for teachers, researchers and administrators. Such workshops have been held in countries such as Cameroon, Gabon, Algeria, Tunisia, Morocco, Kenya, Ethiopia, Indonesia, Thailand, India, Mozambique, China and Brazil"

Note to Enchantment Chapter Members

COACh has recently been funded by the DOE Office of Science to extend their work out of academia and into the national laboratories. They start by administering a survey to male and female scientists and engineers, then tailor their workshop offerings to address the issues at the sites identified in the survey (workshops are the second of the two programs described above). They have already been to several DOE sites (Argonne, Oak Ridge, Berkeley, Idaho) and are about to start on NNSA sites – Los Alamos is next, with Sandia sure to follow. Participation is voluntary, but the potential benefits appear to be worthwhile – this is an opportunity for those chapter members who are employees of Sandia or Los Alamos to contribute to furthering the goals of the INCOSE Empowering Women as Leaders in Systems Engineering. ∞

Innovation Through Diversity—The Mix That Matters

www.bcg.com/publications/2017/people-organization-leadership-talent-innovation-through-diversity-mix-that-matters.aspx

Eye opening research linked above makes irrefutable value proposition and case for women in engineering leadership positions. What follows is excerpted from the article.

When companies undertake efforts to make their management teams more diverse by adding women and people from other countries, industries, and companies, does it pay off? In the critical area of innovation, the answer seems to be yes. A study of 171 German, Swiss, and Austrian companies shows a clear relationship between the diversity of companies' management teams and the revenues they get from innovative products and services.

The political framework of a country (including tax policy and laws relating to antidiscrimination and pay equality) can have a big impact on women's willingness to work, our study shows. So can structural factors, such as the availability of childcare, and societal values, such as support for women who are career-oriented.

Less important are marketing-oriented initiatives, including attempts to celebrate individual companies' diversity initiatives at the national level. While they may shine a light on the practices of leading companies, in most countries such awards don't seem to have any real bearing on women's workforce participation or on other substantive issues, such as women's ability to receive fair pay or to advance into management..

The evidence also suggests that having a high percentage of female managers is positively correlated with disruptive innovation, in which a new product, service, or business model fully replaces the version that existed before (such as what Netflix has done to DVD rental stores and what Amazon is doing to retail.)

One thing that *doesn't* seem to have an effect on innovation is the overall percentage of women in a company's workforce. Only when women occupy a significant share of management positions does the innovation premium become evident: innovation revenues start to kick in when more than 20% of managers at a company are female, our survey shows.

The survey also highlights at least one sizable gap in companies' efforts to put women in management positions and keep them there. The gap has to do with senior leaders' commitment to gender diversity. The importance of this is obvious: even small gestures from senior leaders can have considerable influence.

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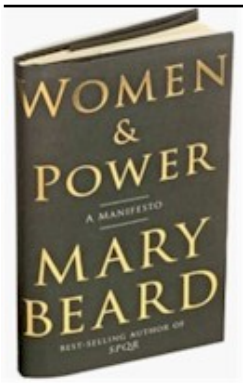

"At just a little over 100 pages, *Women & Power: A Manifesto* may seem slight, but don't let its size fool you. This book speaks volumes." - **Sarah E. Bond, *Forbes***

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"Troll slayer." - ***The New Yorker*** ∞

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