

# Re-engineering Inclusion

*Jill Wetzler*

# Progress

**\$8 billion**

spent on Unconscious  
Bias and other  
Diversity trainings<sup>1</sup>

**47%**

S&P 500 companies  
with a Chief Diversity  
Officer<sup>2</sup>

**90%**

Fortune 500  
companies with  
Employee Resource  
Groups (ERGs)<sup>3</sup>

<sup>1</sup><https://www.mckinsey.com/featured-insights/gender-equality/focusing-on-what-works-for-workplace-diversity>

<sup>2</sup>[https://www.russellreynolds.com/en/Insights/thought-leadership/Documents/Chief%20Diversity%20Officer\\_1218\\_FINAL.pdf](https://www.russellreynolds.com/en/Insights/thought-leadership/Documents/Chief%20Diversity%20Officer_1218_FINAL.pdf)

<sup>3</sup><https://www.bentley.edu/files/2017/03/17/Bentley%20CWB%20ERG%20Research%20Report%20Fall%202016.pdf>

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# Jill Wetzler

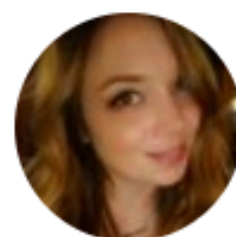
Director of Engineering, Leadership Development





# uplyft tech





**Jill Wetzler**

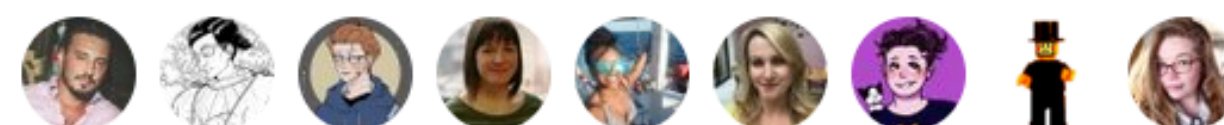
@JillWetzler



Are you an underrepresented person in tech who noped out of doing ERG / D&I leadership work at a company because it was starting to affect your manager's view of your performance or your own internal reputation? Looking for a couple anecdotes and opening my DMs for a hot second.

3:40 PM - 18 Apr 2019

86 Retweets 148 Likes



12

86

148

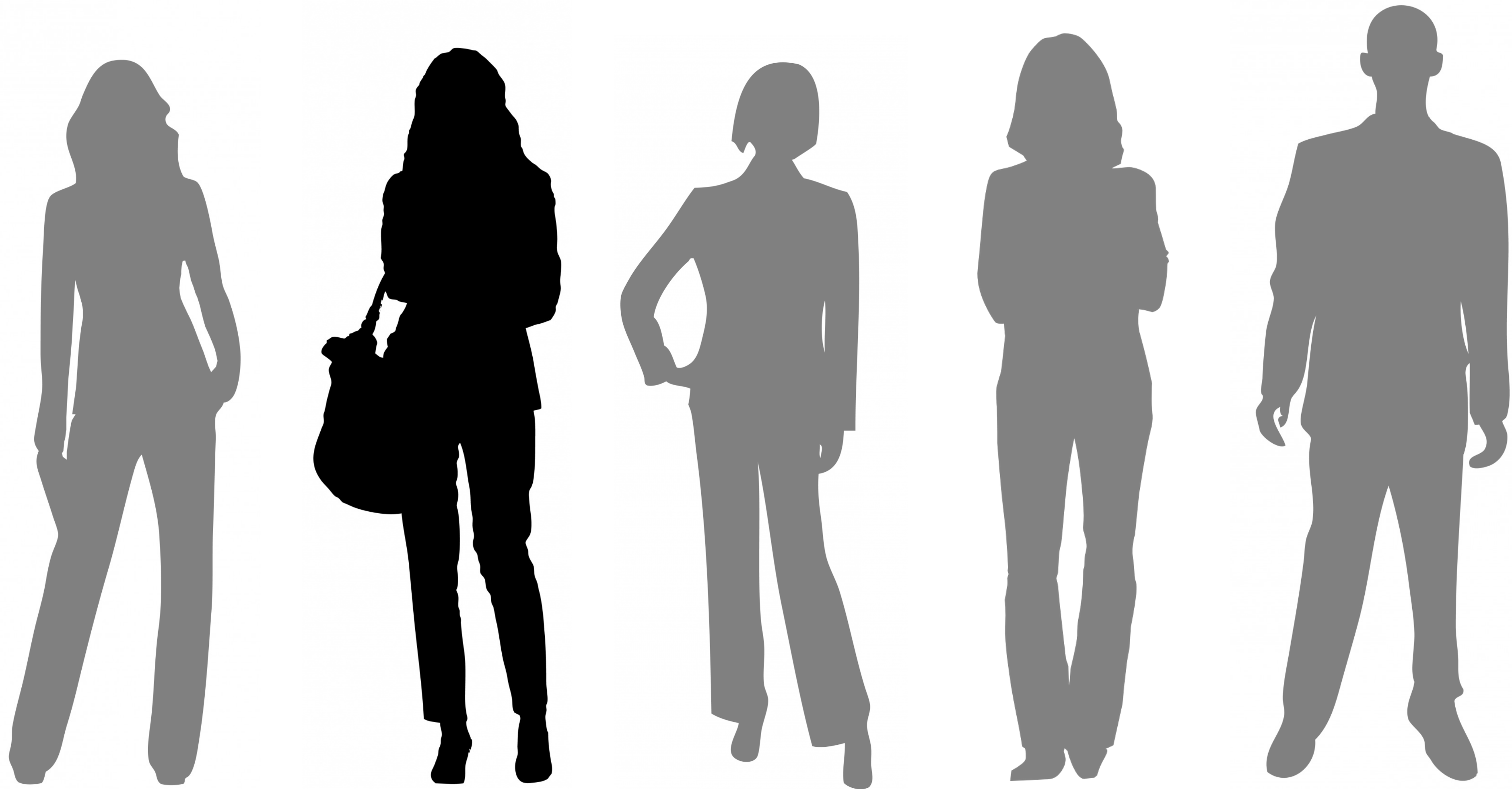




# "extracurricular work"



**“dedication to the team”**





# "demoralized"



**“priority for the team”**





# "strained relationships"









## 1 Advisory Group

*for Tech and People team leadership*

## 2 Investment Group

*for additional professional development opportunities*

# Lyft's Tech Diversity Working Group

*3 Tech Directors + 2 Tech Managers*

*1 HR representative*

*1 Diversity recruiting representative*

*3 Uplyft Tech leads*

*Meetings every two weeks*

*Mandatory attendance for Directors and Managers*

*No action items for Uplyft Tech leads*

# Promotion concerns

## Uplyft Tech members

- Inner workings of the promo process
- Self advocacy
- Management's role in promotions
- Where to escalate concerns

## Managers

- Expected role in promotions
- Spotting and responding to bias in peer feedback
- Resolving promotion readiness disagreements



# Promo Sponsor Program



# Promo sponsors

## **MATCHING**

Team member requests  
a sponsor

HR determines match

## **INFO GATHERING**

Sponsor meets with  
team member

Sponsor meets with  
manager

Sponsor reviews peer  
feedback

## **DECISION**

Sponsor makes a call

(optional) Sponsor  
attends calibrations

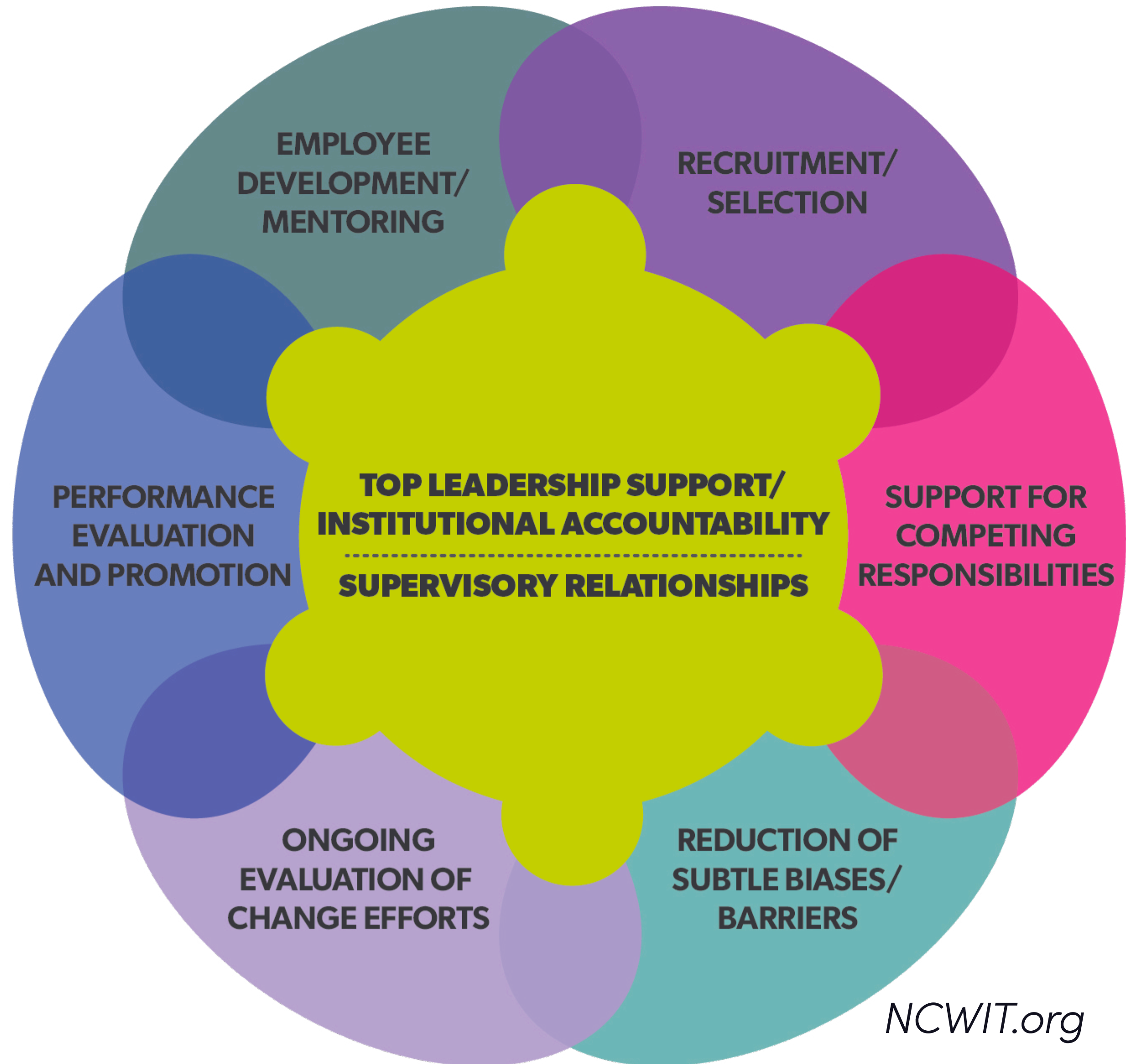
Manager communicates  
outcome

Sponsor follows up

# 7 key lessons in re-engineering inclusion

# Takeaway #1

**Put authority  
figures in charge  
of D&I labor**



NCWIT.org



## Takeaway #2

**Keep the focus  
small**





## Takeaway #3

**Make space for  
marginalized  
voices**

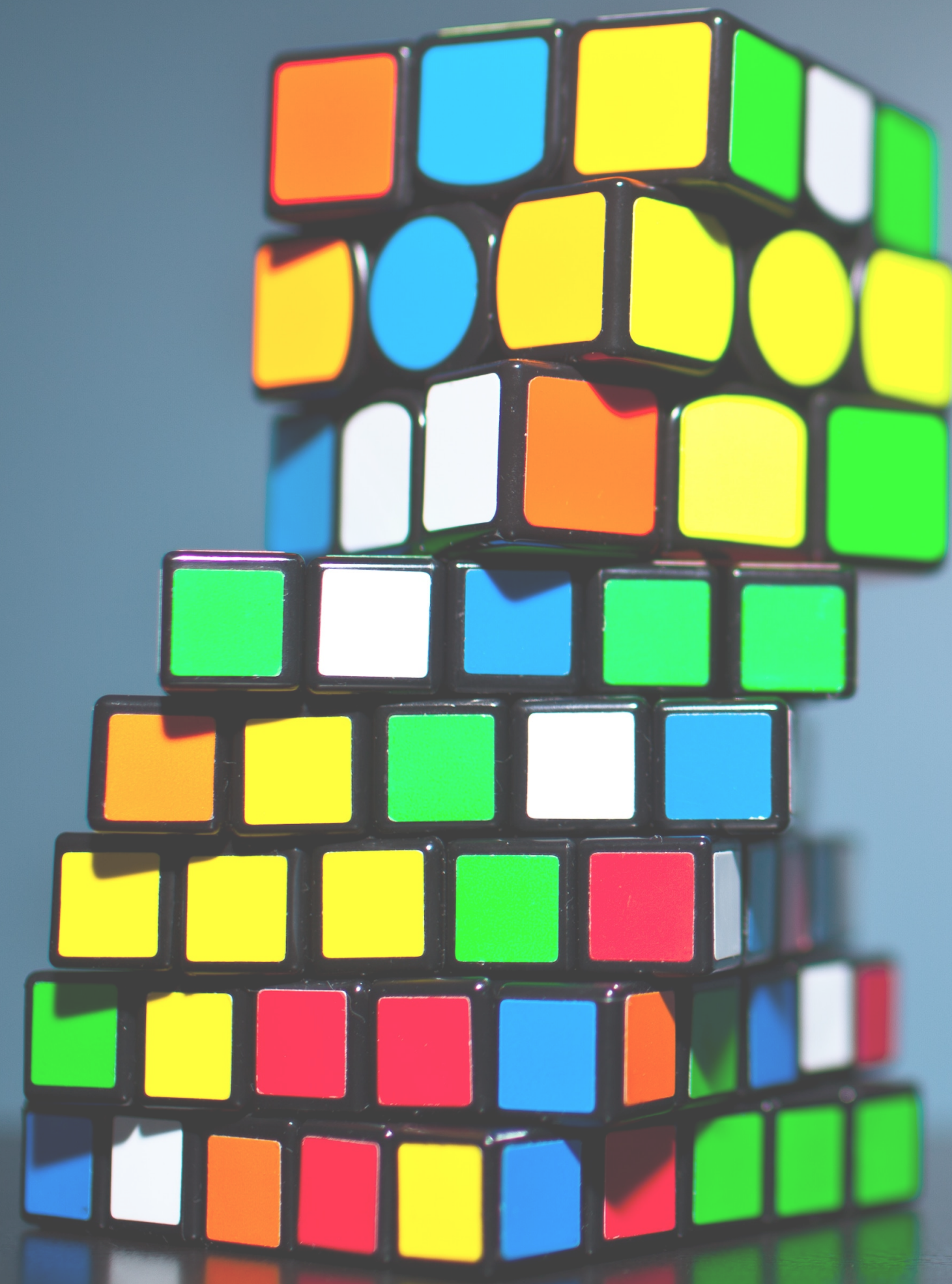


[vocintechchat.com](http://vocintechchat.com)



# Takeaway #4

**Explain an  
opaque process**





## Takeaway #5

Fixing **perceived biases** is almost as important as fixing **actual biases**



wocintechchat.com

@jillwetzler 



## Takeaway #6

**Foster a culture  
of managers  
coaching  
managers**





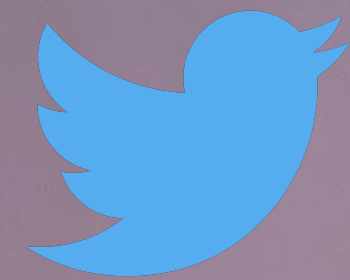
## Takeaway #7

**Making things  
better for  
marginalized  
populations  
makes things  
better for  
everyone**





# Thank you!



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