

# Sensible Defaults

## for tech management

# Michelle Gleeson

(she/her)

CEO &  
Co-founder



**Tech Diversity Lab**

Founder

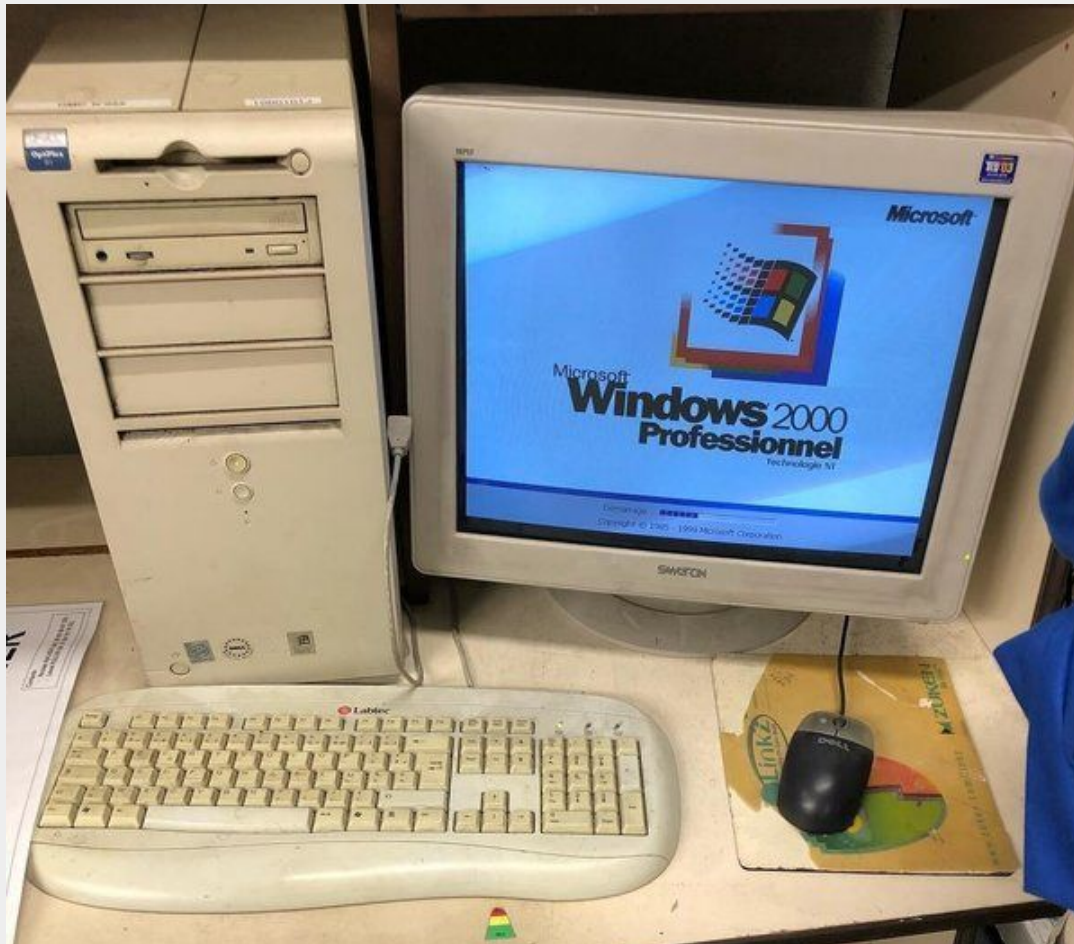


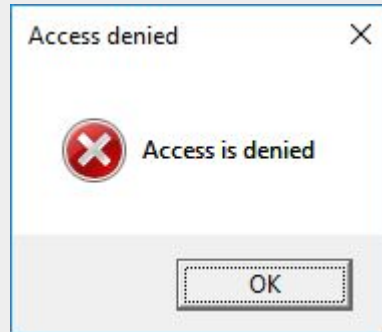
**TechLeading**  
ladies

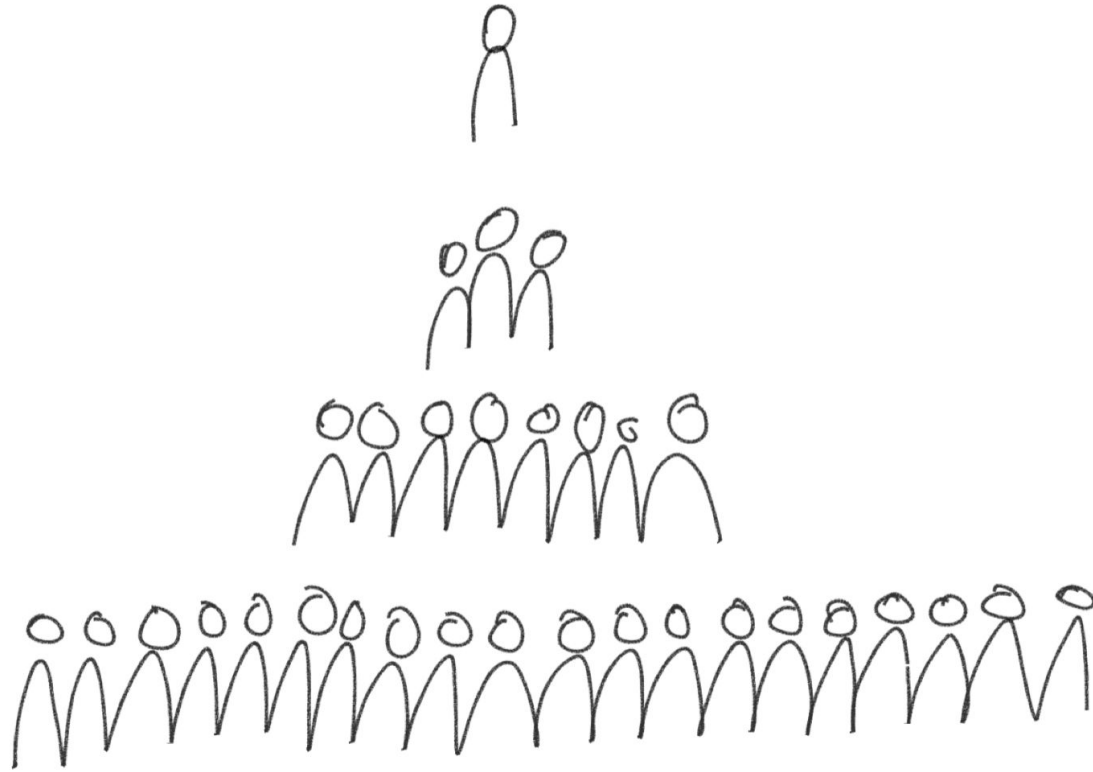


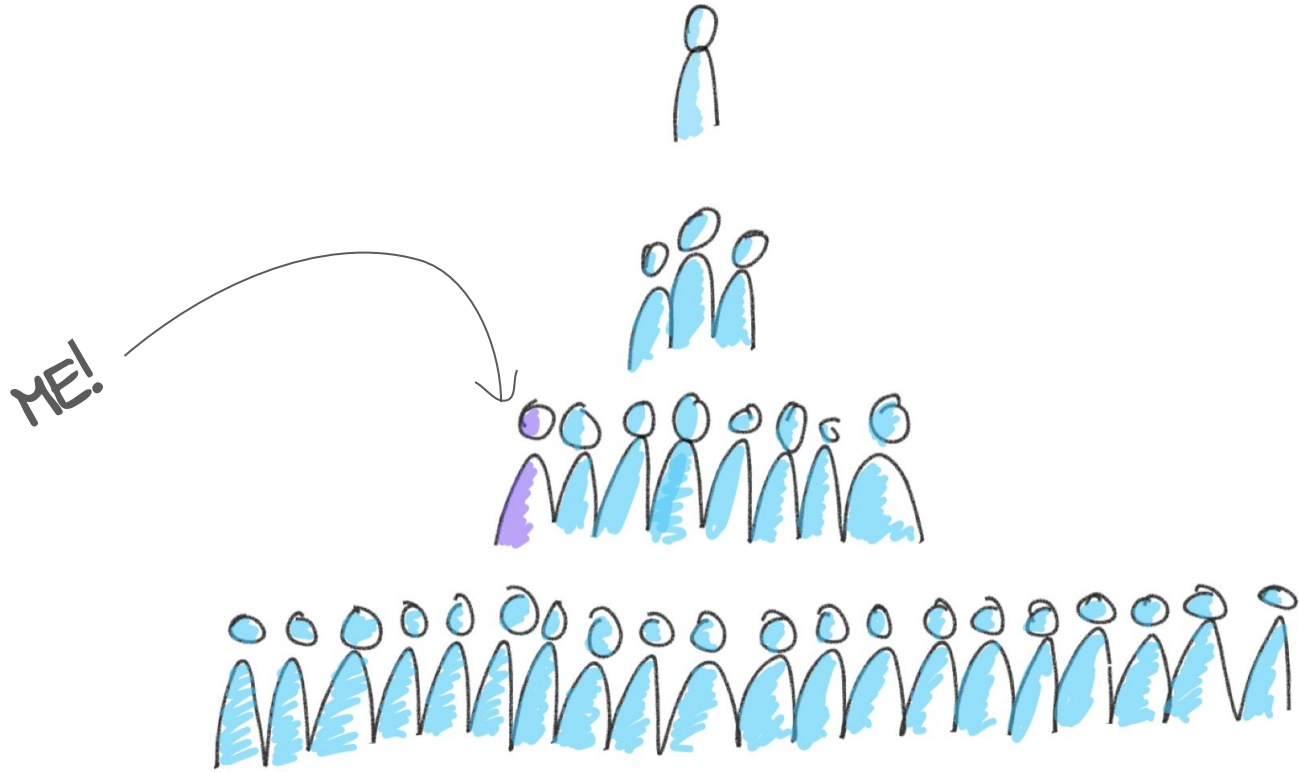


image source [womenadvancenc.org](https://www.womenadvancenc.org)









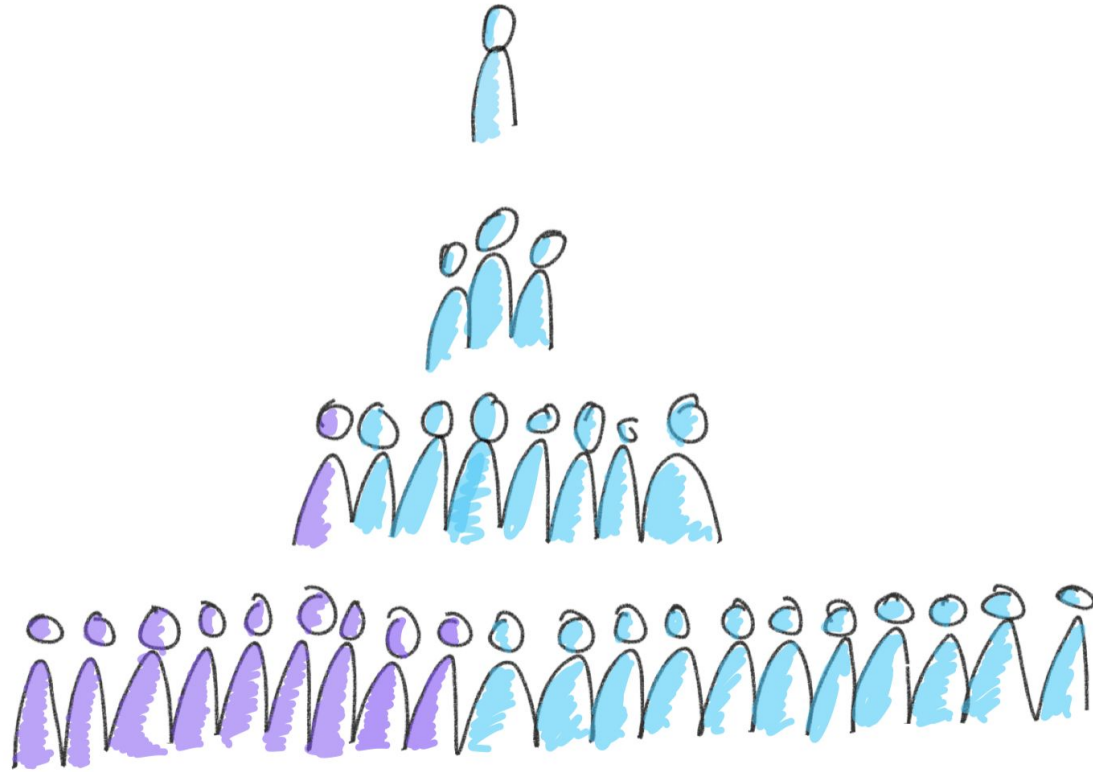




Image by Luci Gutiérrez

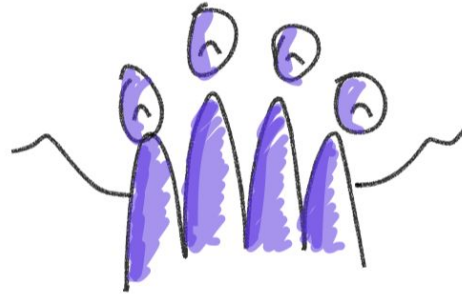
- Women are promoted **2-3 years slower**
- **52** women promoted for every **100** men
- Women leave at nearly **double the rate** of men

**Women have  
the skills**

**Bias exists  
in evaluation**

I get "exceeding expectations" in my reviews, then come promotion time - he doesn't see me as a senior

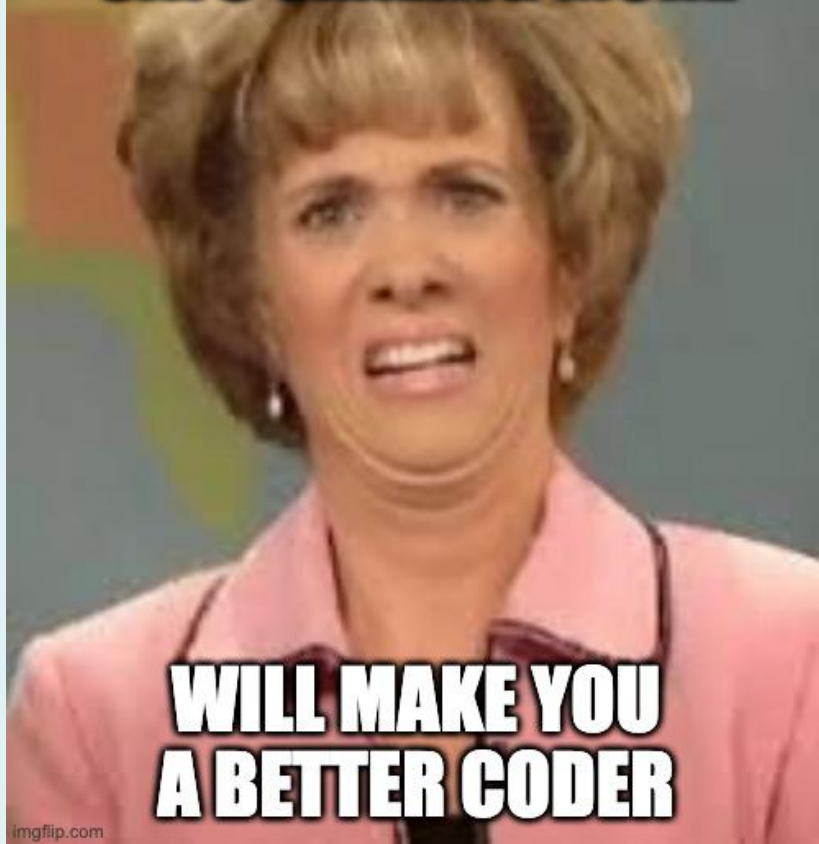
The performance feedback I got was to stop speaking in a girly voice



I get positive feedback in 1:1 all year, then at review time I'm told I'm underperforming

... I was told I just don't have what it takes

**WHEN YOUR BOSS  
SAYS SMILING MORE**

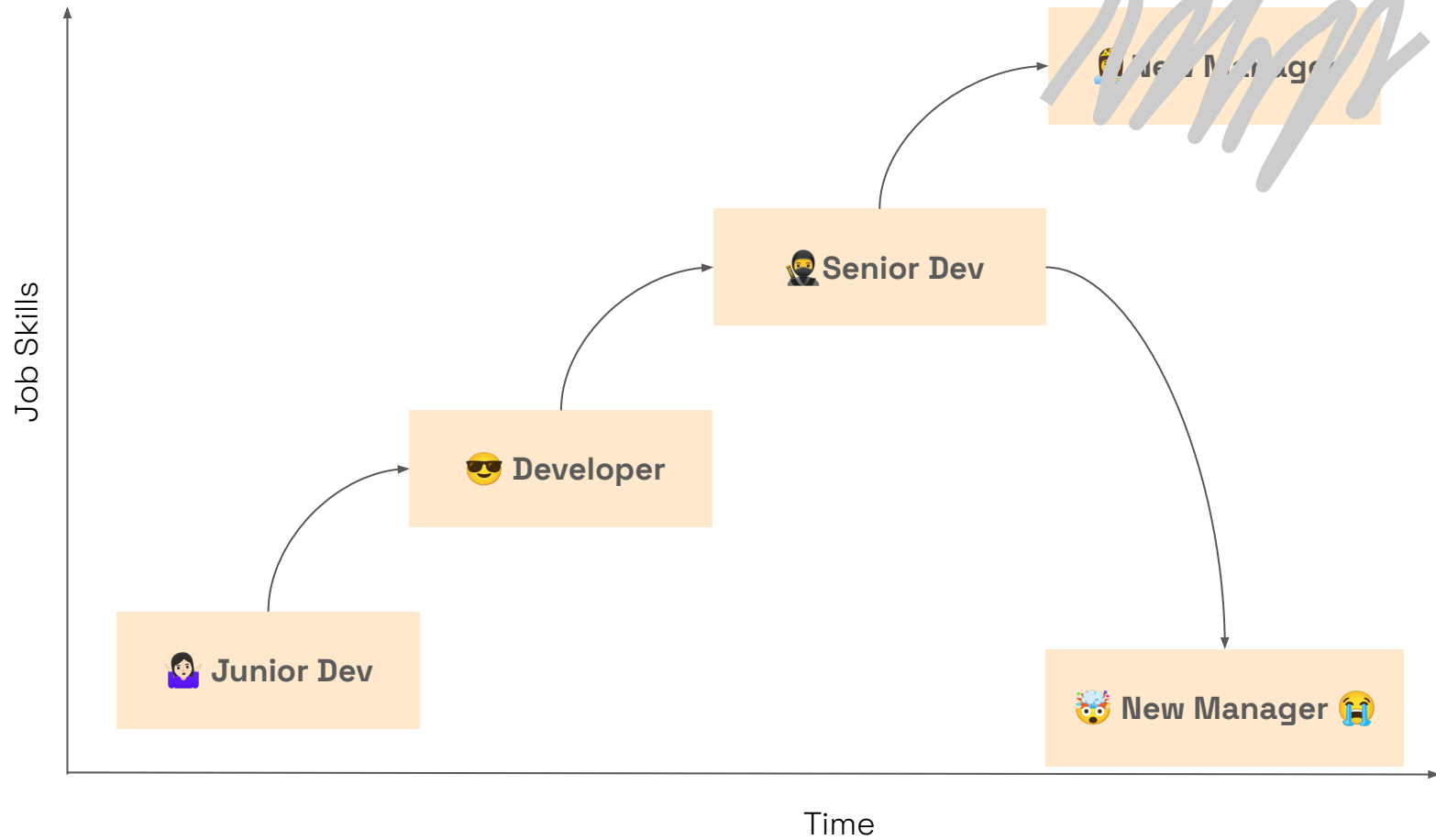


**WILL MAKE YOU  
A BETTER CODER**

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Tech Diversity Lab



**THE FIRST TIME SOMEONE**

**ASKS YOU FOR A PROMOTION**






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**What do you do  
to fix the broken rung?**



Use good **tech career growth** frameworks to make equality possible



Skills	Junior	Mid	Senior
Front End	beginner (1)	proficient (2)	 expert (3)
Back End	1	2	 3
Database	-	1	 2
DevOps	-	1	 3
Unit Testing	-	1	 2



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What other skills and behaviours make inclusive, high-performing teams?

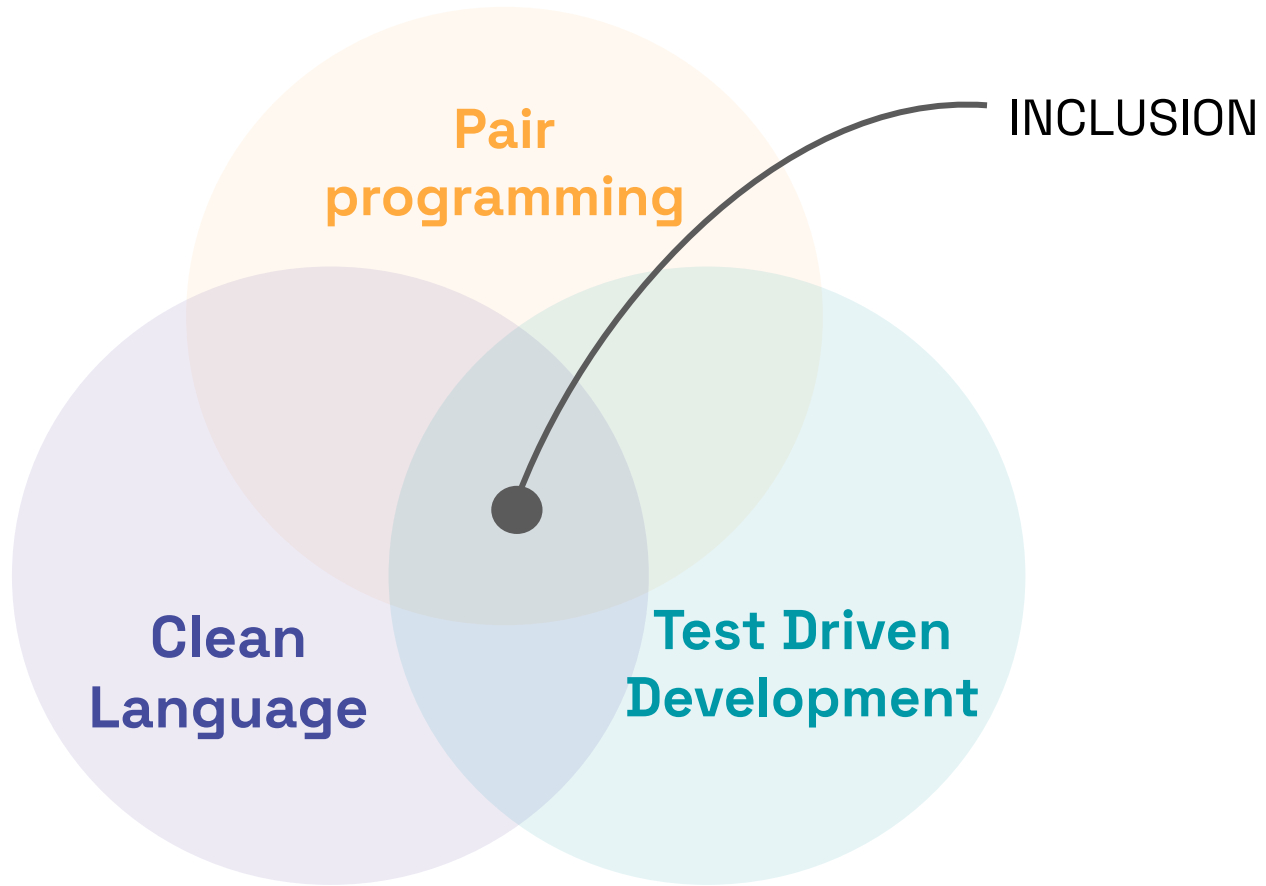


# Tanya Reilly

“Being Glue”

<https://noidea.dog/glue>







Recognise & reward  
behaviours that build  
**inclusive, high-performing**  
teams



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☰ Active poll

40 👤

### Who was in room when the career framework was created?

Mainly white dudes



Some 'diversity people' from outside engineering



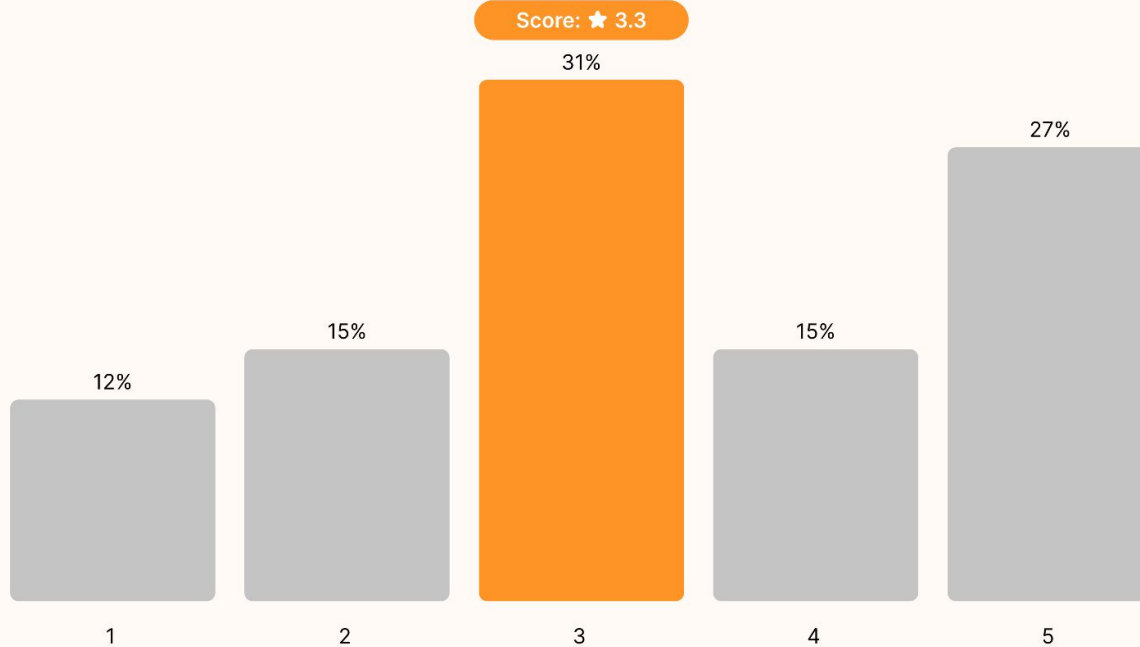
Multiple engineers from underrepresented groups



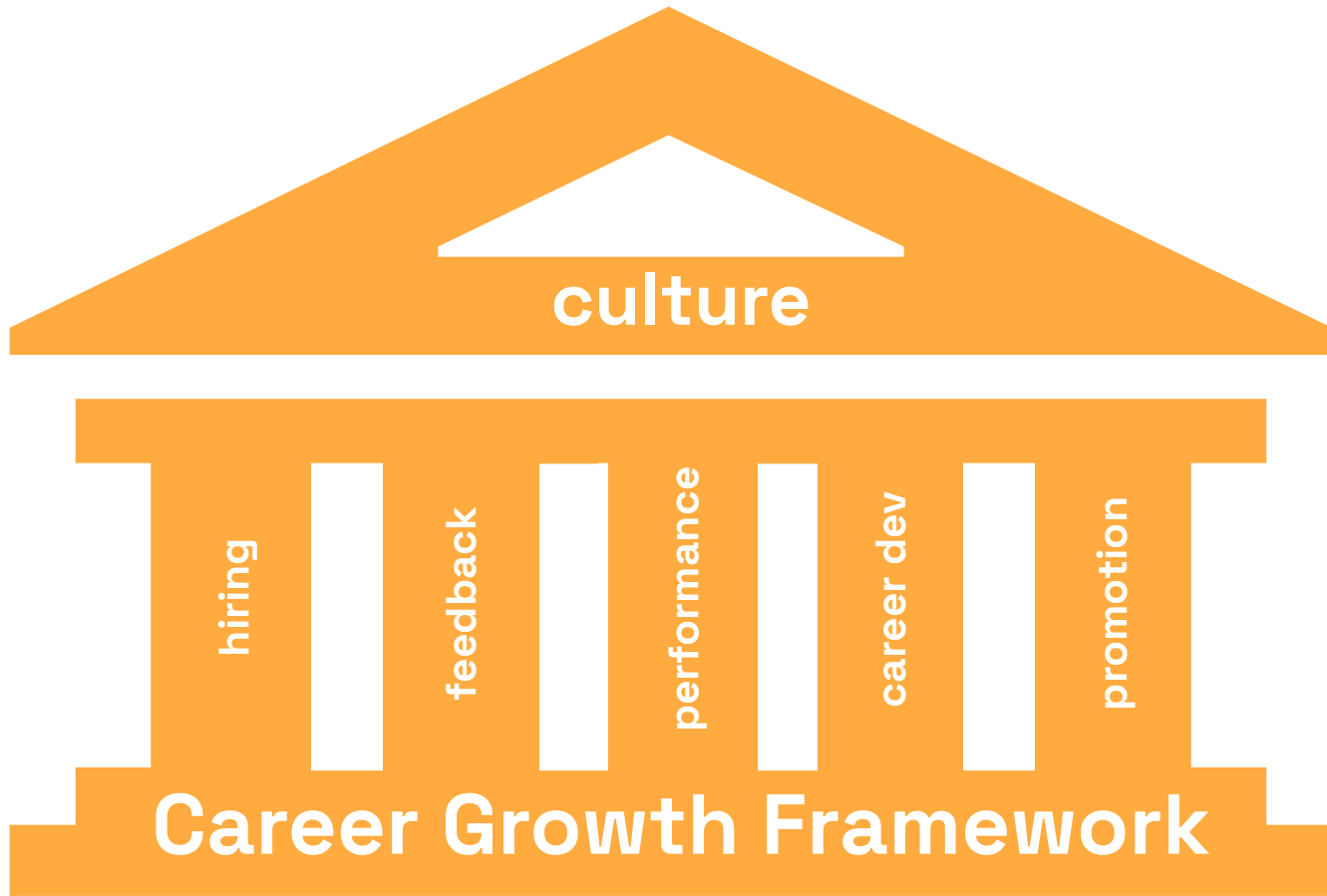


## How consistently is your career framework used?

1 - Only some people use it sometimes 5 - Its referred to consistently



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Underpin **everything**  
with your career growth  
framework



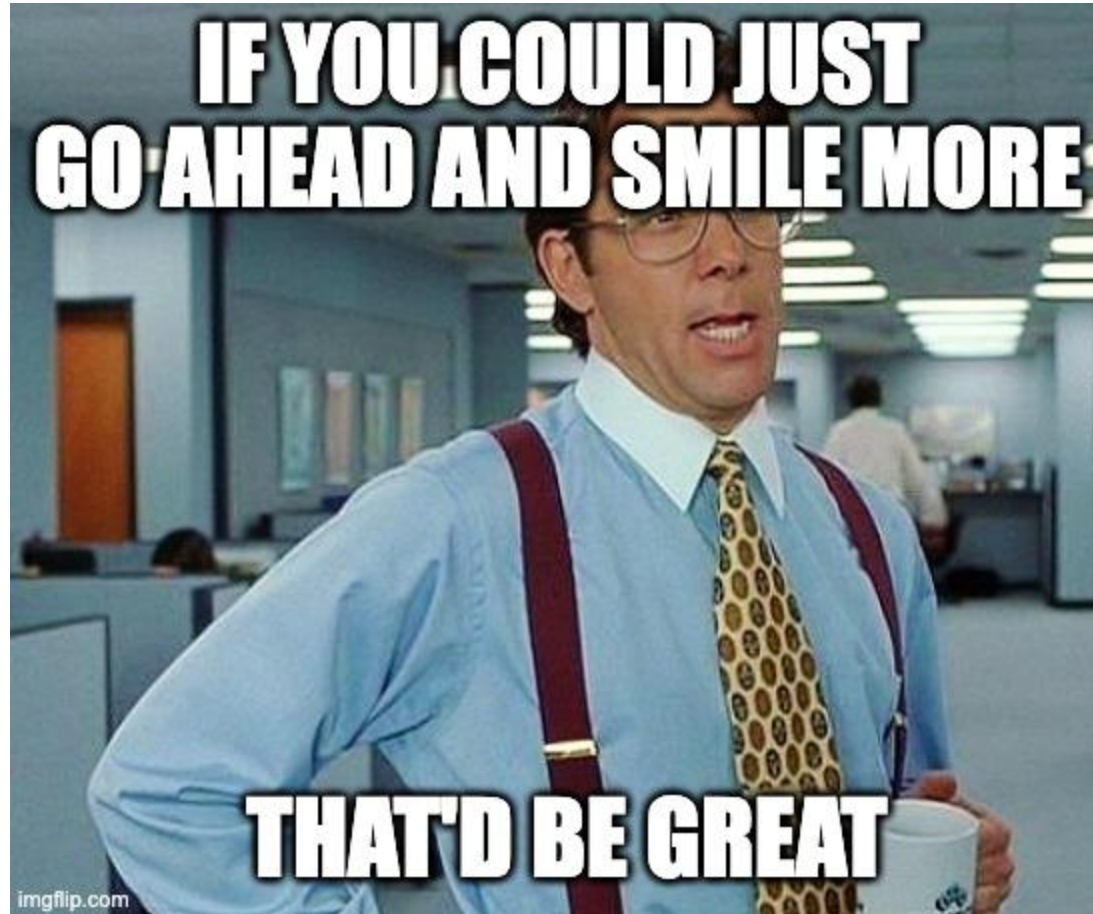
Use **tech career growth framework** for clarity and transparency



Recognise & reward behaviours that build **inclusive, high-performing** teams



Underpin **everything** with your career growth framework



# Thank you!

**Michelle Gleeson**

[linkedin.com/in/gleeson-m](https://www.linkedin.com/in/gleeson-m)

[techleadingladies.com](https://techleadingladies.com)

[techdiversitylab.com](https://techdiversitylab.com)

**Yes, I'll take  
questions!**

**No, I won't listen to  
mansplaining**

