Creating **inclusive** career ladders

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(* I've just started, so this talk doesn't relate to my new role!)

Frameworks as a **compass (not a map)** help support a wide range of strengths

Cersei Lannister

Software Engineer

Total points	Current level	Points to next level
89	4.3	1

Mobile	Web client	Foundations	Servers	Project management	Communication	Craft	Initiative	Career development	Org design	Wellbeing	Accomplishment	Mentorship	Evangelism	Recruiting	Community
1	2	3	2	4	1	1	4	3	2	0	2	4	3	5	0

Evangelism

Promotes Medium to the outside world and establishes it as an attractive and thoughtful place to work

5

4

3 — Works hard to positively influence large groups of people on their views of Medium

Example behaviors:

- Mentors in an external organization
- Builds fruitful partnerships with external organizations
- Writes blog posts about Medium that receive moderate traffic

Example tasks:

- Represented Medium on a panel at a conference of industry experts
- Established close ties with Creative Commons

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https://github.com/Medium/snowflake (*tool deprecated)

	Attributes ➡️	Impact	Technical knowledge	Communication	Leadership
	Levels ⬇️				
Level 1		*Examples*	*Examples*	*Examples*	*Examples*
Level 2		*Examples*	*Examples*	*Examples*	*Examples*
Level 3		*Examples*	*Examples*	*Examples*	*Examples*
Level 4		*Examples*	*Examples*	*Examples*	*Examples*
Level 5		*Examples*	*Examples*	*Examples*	*Examples*
Level 6		*Examples*	*Examples*	*Examples*	*Examples*

⭕ You **over-optimise** for a **set shape** of engineer/manager

💪 You can lose out on **other amazing strengths**

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Your impact as a Senior Engineering Manager

こんにちは、リードデブのみな
さん。 よめたら、これはサリー
からのちさなイースターエッグ
です。 すてきなかいぎをおすご
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**Some real-life examples of things
SEMs have done at WorkCo**

Other ideas you have

たとえば…

たとえば…

Checking **expectations** and **wording** for bias and inclusivity

All good things, but …

Leads incident response

Participates in on-call

Presents in All Hands

Challenges others effectively

Is a team player

Gives talks	→	**Finds ways to share knowledge and level up others**
Shares clear opinions in team meetings	→	**Helps the team understand the impact of different choices**

How people are judged against it matters

"Black women are nearly **two and a half times** more likely than white women—and more than **three times** more likely than men —to hear someone in their workplace **express surprise about their language skills or other abilities**"

The State of Black Women in Corporate America, LeanIn.org/McKinsey & Co

"Even when their overall performance ratings are strong, **Asian women are less likely than other groups of women to receive positive feedback on their leadership abilities**. More than 1 in 6 Asian women say they are **frequently mistaken for someone else of the same race**, and because of this, colleagues and managers may overlook their specific contributions."

Women in the Workplace: Asian Women, LeanIn.org/McKinsey & Co

"Lesbian and bisexual women (…) are more likely to hear negative feedback related to how they present themselves at work, such as being told that they are **too outspoken and confrontational**"

"Women with disabilities (…) are far more likely than women overall to be **interrupted**, to have their **judgment questioned**, and to hear that they are **too angry or emotional**"

Time is relative

6 months

Working part time

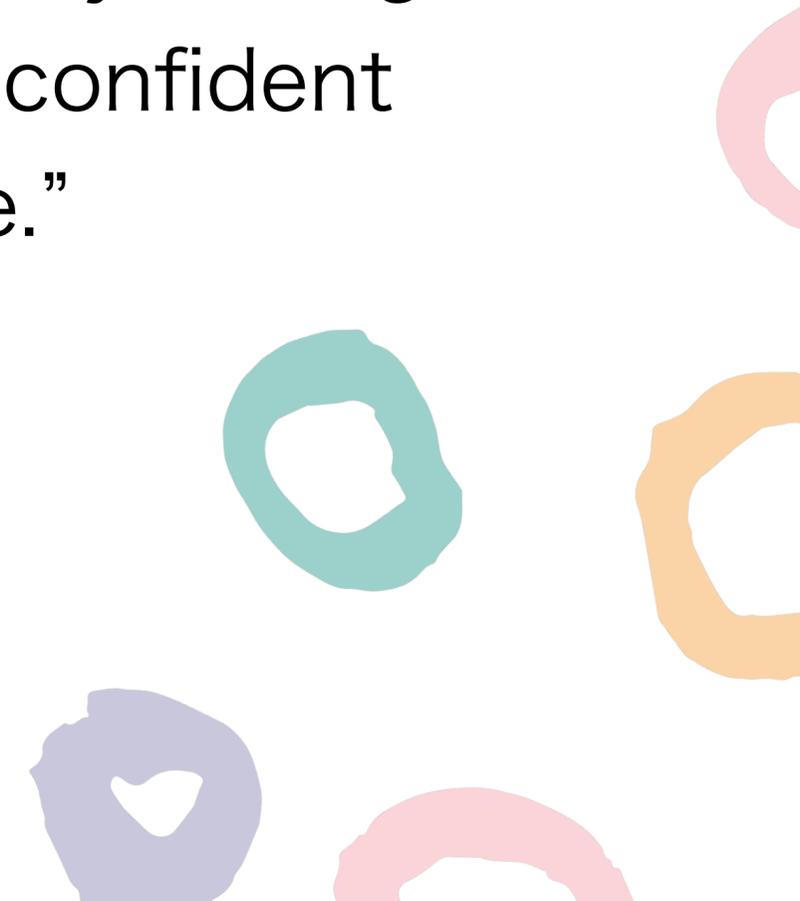**Sickness**

Parental leave

Moved to a different priority

"Excelling in their current role and demonstrating the ability to perform at the next level, evidenced through X, Y, Z. By having repeated successes across multiple quarters we're confident that this person will thrive at the level above."

Defining consistency can be hard

Look at outcomes achieved rather than every up and down

Set people up to be supported, and operate as best as possible

Seek feedback on confidence in repeatability

Understand the difference between someone's capabilities, and where they may be at a point in time

This is emotive stuff

Bring an **open** mind

🧐 **Questioning who your framework is and isn't working for**

🔮 **Do some consequence scanning**

🤝 **Have a diverse team of people working on it**

📥 **Be open to feedback**

Who are you putting the burden of proof on?

- High levels of manager admin, reliance on a "good" manager
- Some people are better at selling themselves or scoring strengths accurately – cultural, gender, other factors

Look out for bias!

- Even if using things like panels, consider proximity bias/visibility of people in the office vs remote/quiter/doing less well known work/gets less promotion from their manager

Are you setting norms based on certain global defaults whilst ignoring others?

Fighting 'us vs them'

- Bringing engineers and other peers into the process
- Trying to remove gatekeeping and bias

Changing paths … and coming back

- We often think about ways in for newer developers, and may have theoretical paths for managers and engineers to move track.
- But also consider people who may have been pushed into "less technical" roles who want to return, and who may be a strange shape of strengths.

Using appropriate titles

- Titles typically serve three purposes — helping people understand that they are progressing, vesting authority in those people who might not automatically receive it, and communicating an expected competency level to the outside world (Medium Engineering blog)

Thank you!

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https://leanin.org/women-in-the-workplace-2021

https://www.irasutoya.com/