

hp

HEWLETT
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From: John Minck

Date: Aug 3

To: Bill

Re: T&M Women managers

Bill, you're a good friend of so many years, I feel that I can say this. HP is in this Business Week report of women-friendly companies, but we're only there as a "late bloomer". I'm sure some of HP management is patting themselves on the back, because of all the hard work we've done to move women up. The statistic is 5 women division managers. But frankly, I'm embarrassed with the report, mostly because I've seen how we handle promotion of women here in the trenches.

I do not feel that HP is a women-manager-friendly company at all, especially here in the T&M Sector. I looked through the directory and can't find a single T&M division manager who is a women. Further, I feel that a lot of our managers have an attitude that there aren't many candidates, and we're already working to bring them along, and therefore, it's not our fault.

Let me give you several examples: 1) I attended an SPD management retreat a couple years ago (and haven't been invited back). Near the end of the conference, when Alan asked for any last comments, I stood up and observed that out of 50 attendees, only two were women. I suggested that each of the functional managers of Mktg, R&D and Production take an assignment to show up the following year with a woman section manager.

Well, at coffee break, the ceiling fell in. I couldn't believe the attitudes of many of my friends who thought that such a "quota" was just terrible. Women had to pay their dues and earn their promotions. Well, I might have believed that once, but no more. I now believe that it is up to managers to go to extraordinary lengths to recruit, train, mentor, and push women into promotions. AND MAKE THEM SUCCESSFUL.

Frankly, I believe that Anderson and Barnholt should have an assignment to come up with one woman division manager each within say 1.5 to 2 years. It is crucial for our sector women engineers to have some role models. And our present division managers should have your expectation to have one or two candidates available when Anderson and Barnholt need them.

I've probably heard all the counter arguments. In my opinion we have too many "stagnant" positions in T&M and no room for upward movement. Well, maybe that means more lateral moves. Kathy Babcock should get a Marketing Manager assignment somewhere to prepare her for a division. Karen Rogge in SPD seems to me to be a tough-minded manager. We need more women managing production areas, to get seasoned.

I can't believe that if a general manager had specific instructions to get a RESULT of a woman division manager, that they wouldn't figure how to make it happen. And further, they would be expected to assure that she were successful. I know it can be done. But I also know it's too easy to put

off when all you have to do is put some women engineers in the front of the pipeline and wait for them to come out the other end.

When you do that, you can end up with the SPD experience of 5 or 8 years ago where a full 6 women engineers (all of them as I recall) in the Lab quit or moved within a year or two. When Cathi Merigold came upon this fact a year later and studied it she found that the women felt totally overwhelmed in microwave labs because microwave was a male culture and proper mentoring hadn't happened, and the lab managers were treating them just like all engineers. If managers don't have a responsibility to MAKE women engineers successful, we'll still be talking about this 10 years from now.

Now, for attitudes. I heard second-hand a story of one of our women engineers speaking to a UK sales group, probably on an NPT tour or whatever. She is a very competent engineer, and recognized for it. But in this session there was a comment from the back of the room, "Not bad for a woman". And after some laughter, this became the theme comment for the rest of her presentation. This incident is about 5 years old, but I'll wager the European attitudes aren't much better.

If I had been in that room, I would have stood up and chewed out the room for totally inappropriate behavior. It wasn't just a single person but a group attitude. Further, I would have demoted any manager who happened to be in the same room for dereliction of duty in not pointing the same thing out. It wouldn't have taken long for the word to get around that we won't tolerate such chauvinism. It bothers me that HP management is not aggressive in weeding out these incidents. Finding out about them and doing something visible to show where we stand. I believe it is partly because upper management is not setting good examples.

Just musing,