

University of Massachusetts Amherst

Institute of Diversity Sciences



A Leadership Academy for Women of Color in Tech



HARVARD Kennedy School

WOMEN AND PUBLIC POLICY PROGRAM

Long-term Impacts of a Cohort Model Providing Leadership Development to to Underrepresented Students in Technology & Engineering

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Women of Color in Tech

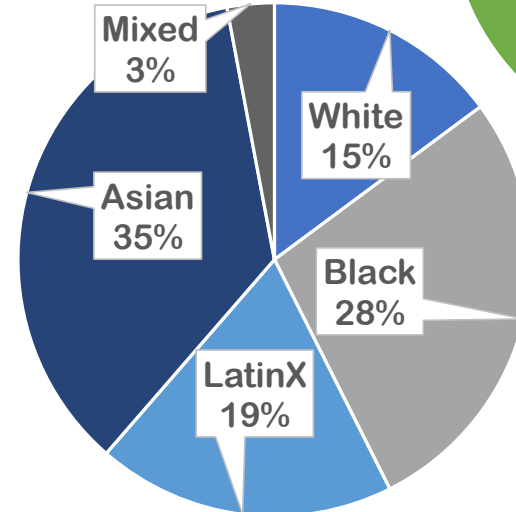
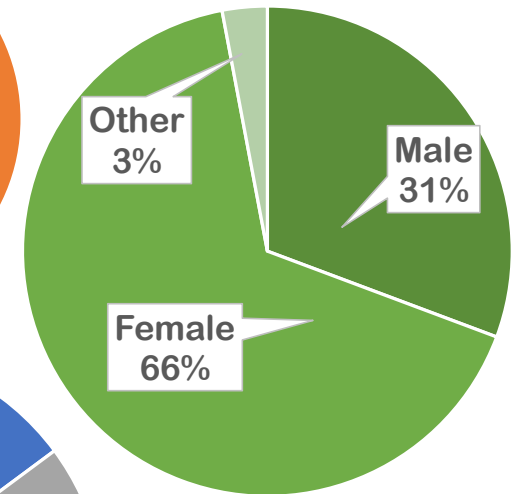
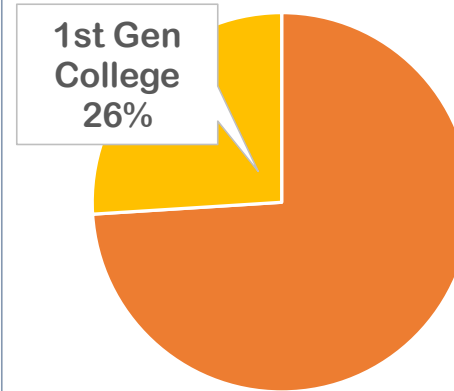
Summer 2020 Cohort

Leadership Academy



Bennington College
 Clark University
 Harvard University
 MIT
 Merrimack College
 Mount Holyoke College
 Northeastern University
 Simmons University

Smith College
 Tufts University
 UMASS Amherst
 UMASS Dartmouth
 UMASS Lowell
 Wheaton College
 Worcester Polytechnic Institute
 Worcester State University



Leadership Academy

Summer 2020: 10 weeks, 3 afternoons/week

Tactical Knowledge + Inspiration

Monday

Conversations and Exercises led by Distinguished Leader in Practice

Sample Sessions

"Excelling on Your First Workplace Assignment"

"Highly Valued Skills in the Workplace"

Wednesday

Speaker Series

Sample Topics

"Preparing to Thrive (vs. Survive)"

"Developing Your Professional Identity"

Problem-Solving Skills

Friday

Negotiation Class

Sample Sessions

"Power in Negotiation"

"Creating Win-Wins"

Small-Group Workshop

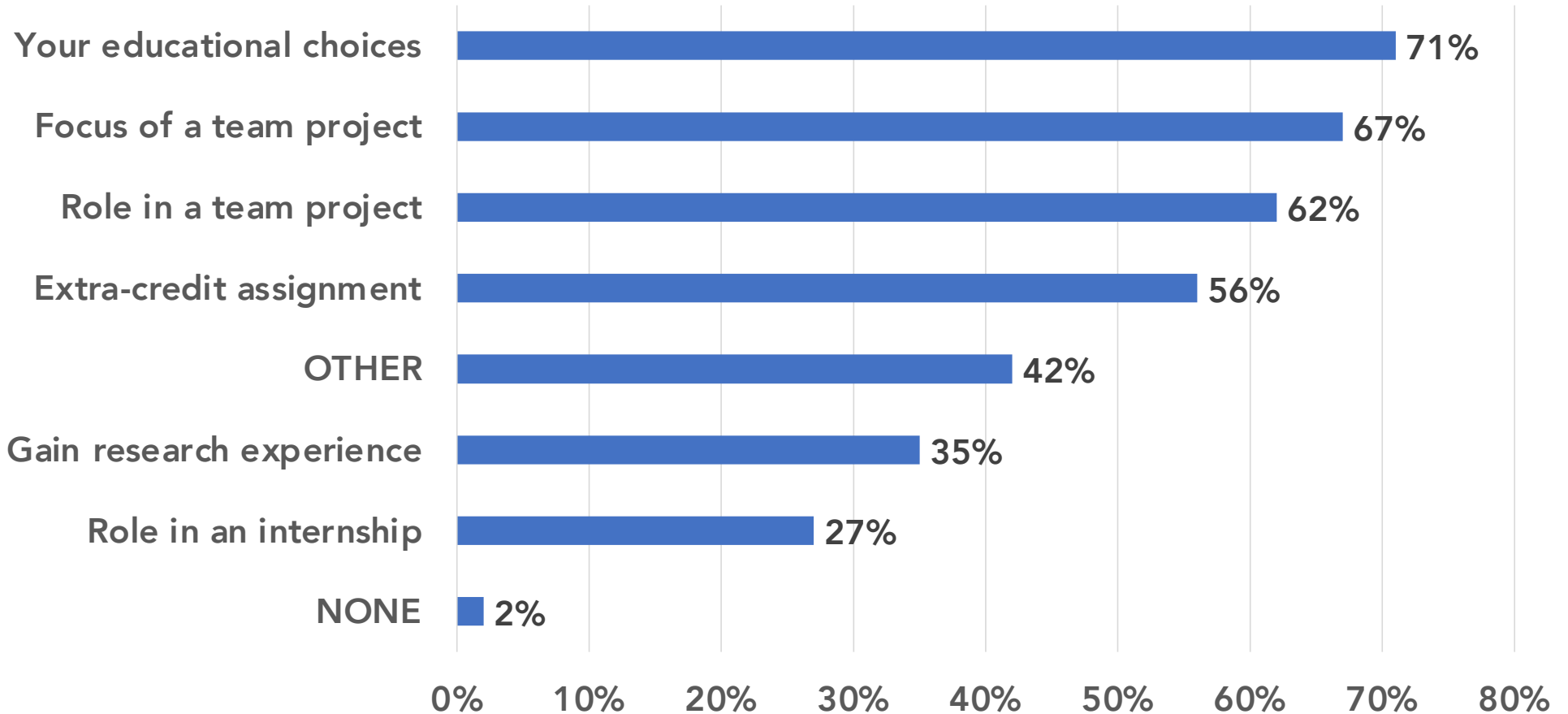
Sample Sessions

"Reducing Ambiguity about What's Negotiable and How to Negotiate"

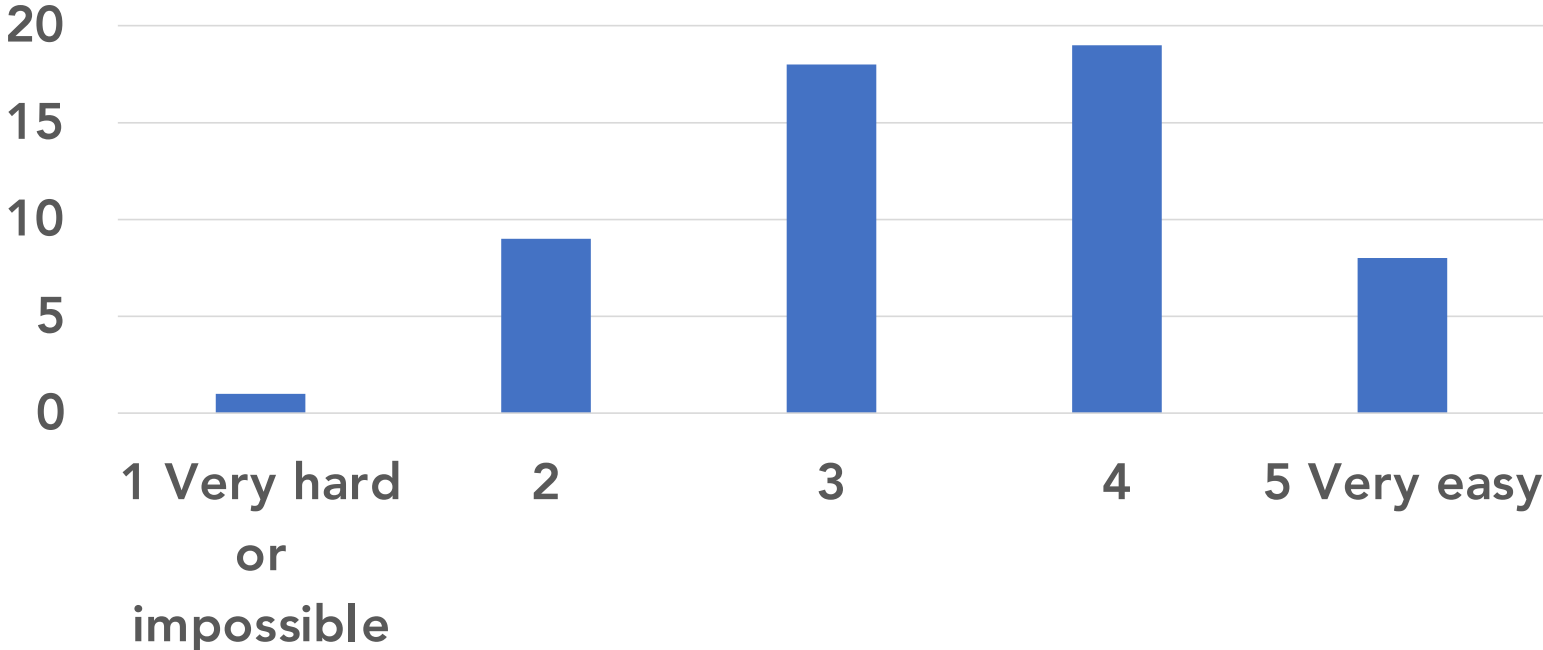


Rati Thanawala

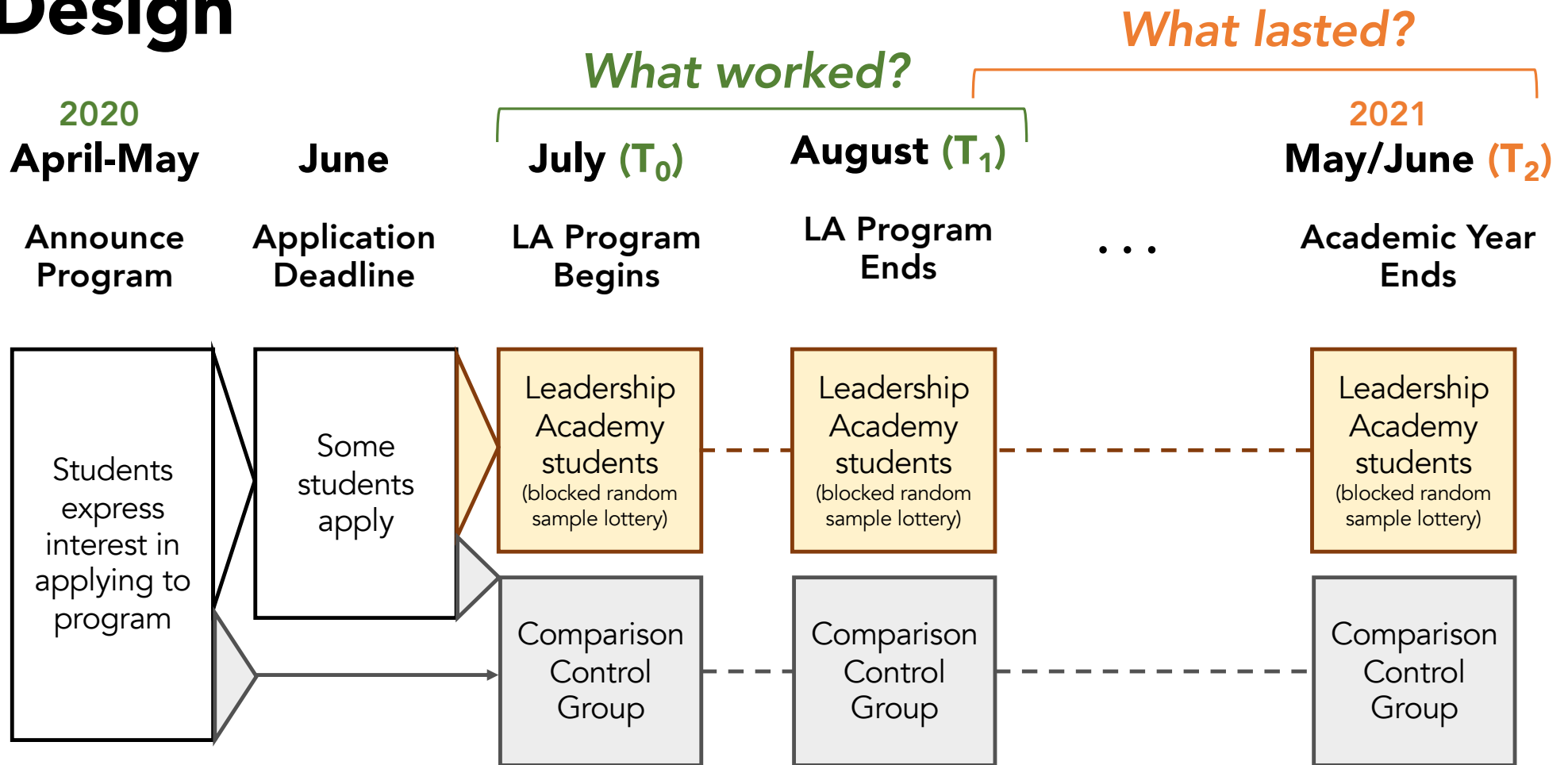
Negotiation Examples Relevant to Your Life and Aspirations



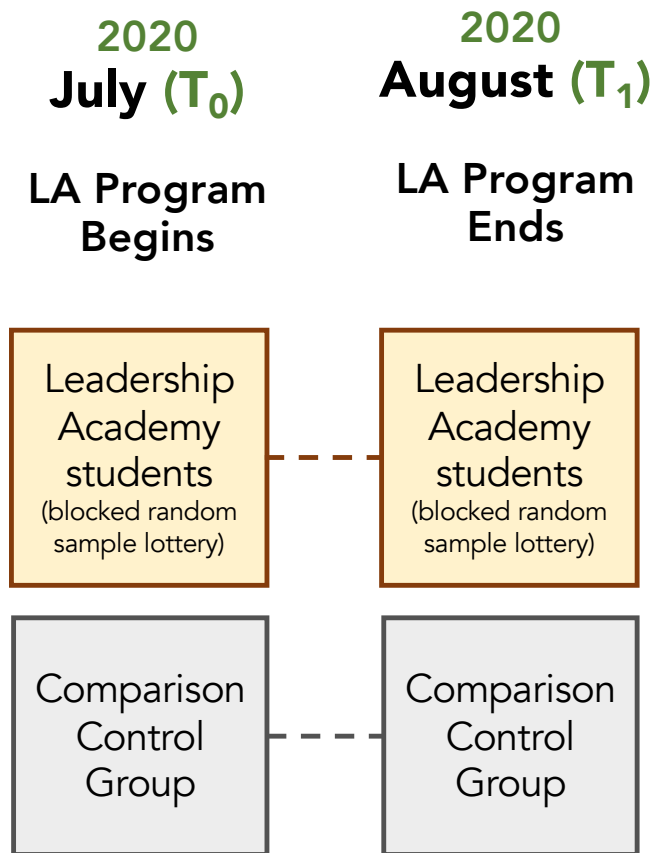
How hard was it for you to think of a personally relevant negotiation example?



Design



What Worked?



Direct Effects

Tactical Knowledge

- *"Actively learn from mentors, sponsors, and coaches"*
- *"Deliver stand-out results"*

Negotiation Confidence ("integrative self-efficacy")

- *"I am confident in my ability to negotiate..."*
- *"When I negotiate, I look for agreements that are as good as possible for both parties."*

Propensity to Negotiate

- *"I am someone who recognizes opportunities to negotiate"*

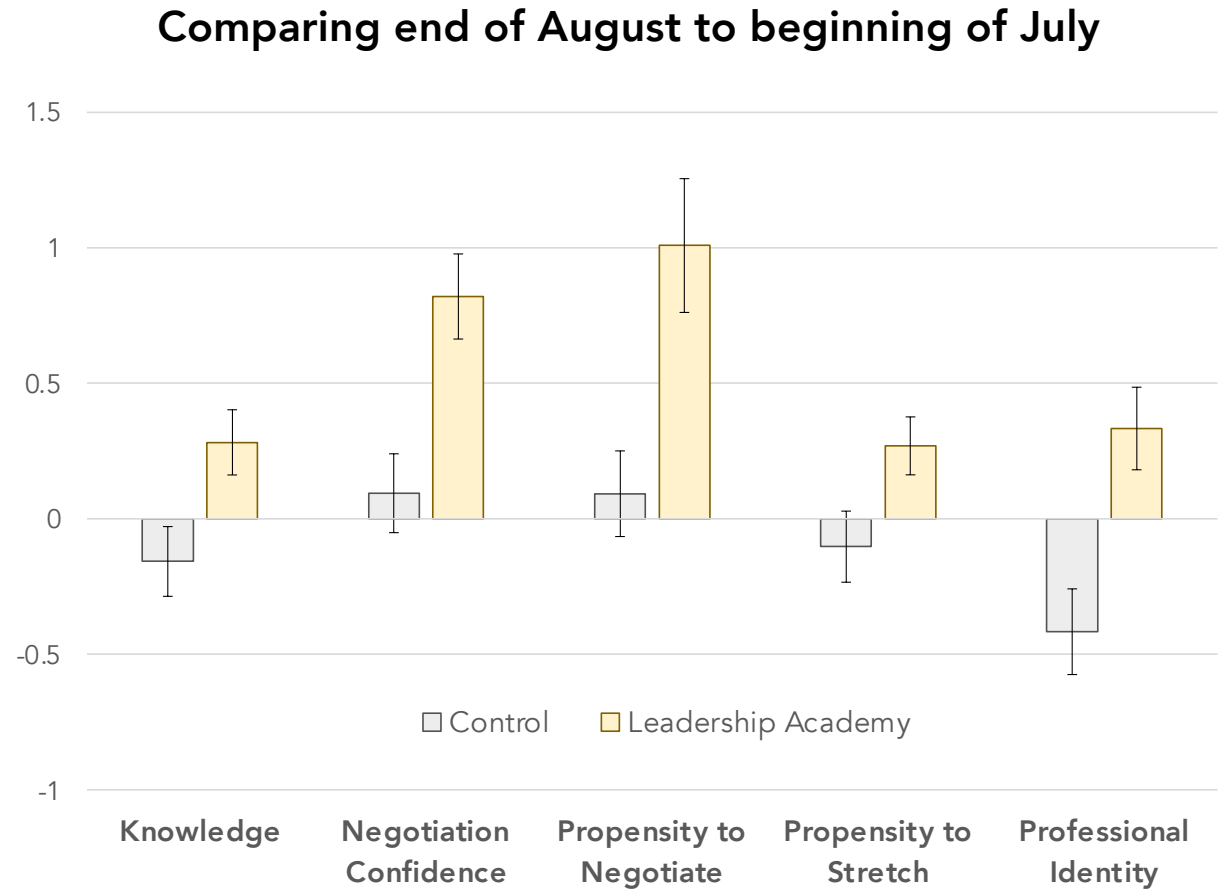
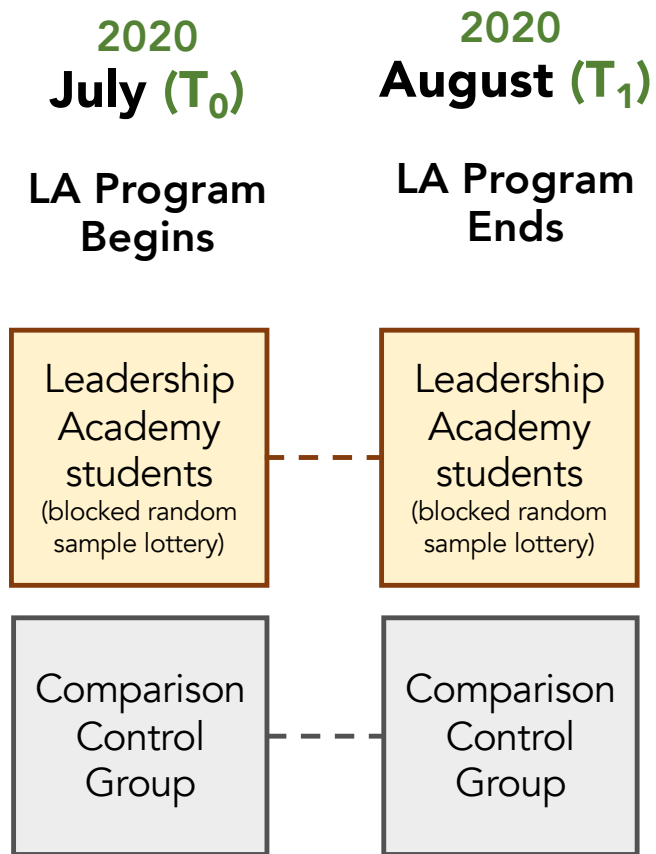
Propensity to Stretch

- *"I try to stretch myself by speaking up..."*

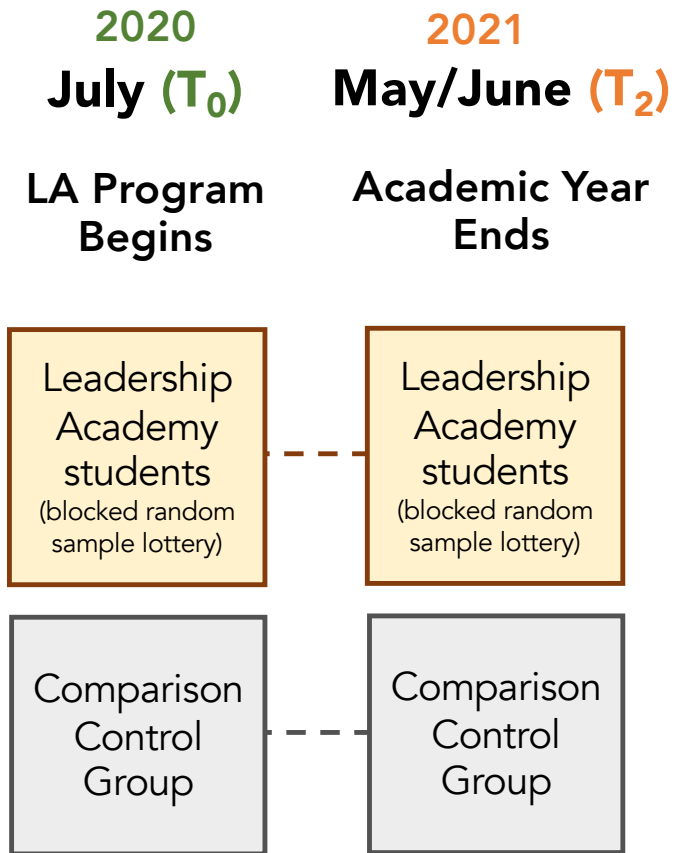
Professional Identity

- *"I can see myself as a successful professional in a career relevant to my major."*

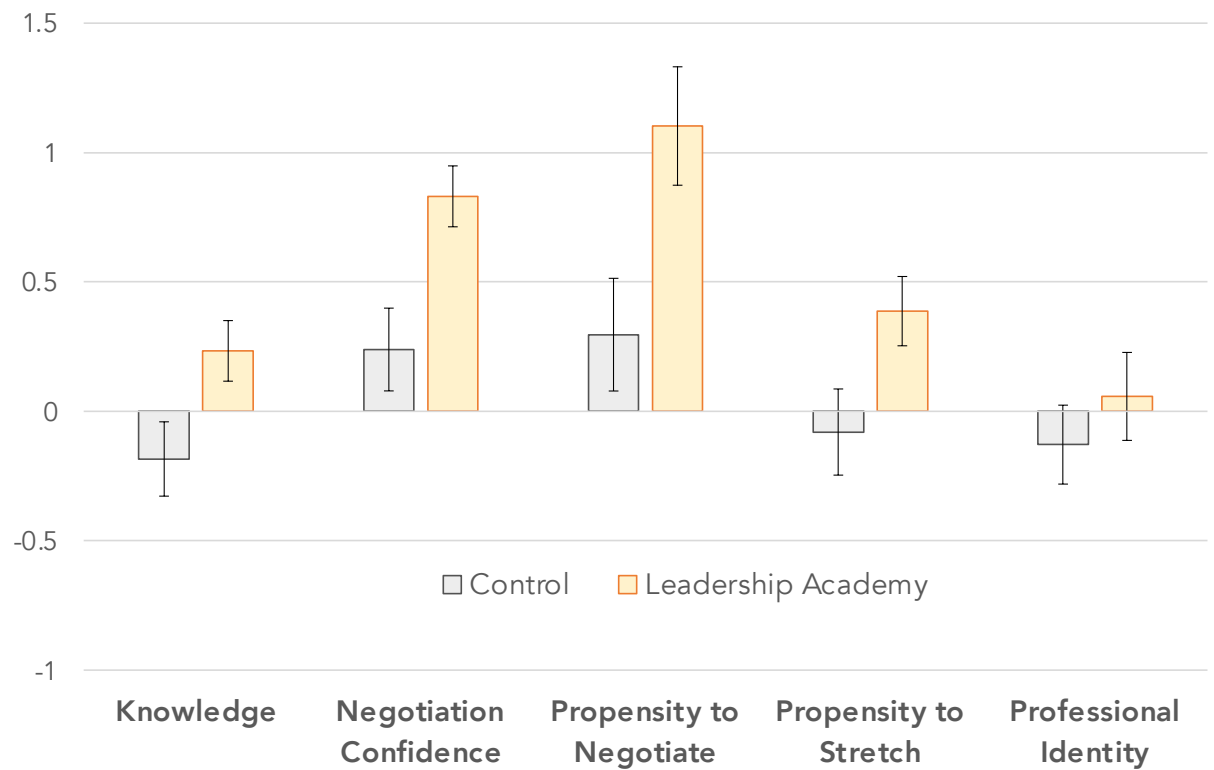
What Worked?



What Lasted?



Comparing Academic Year End 2021 to July 2020



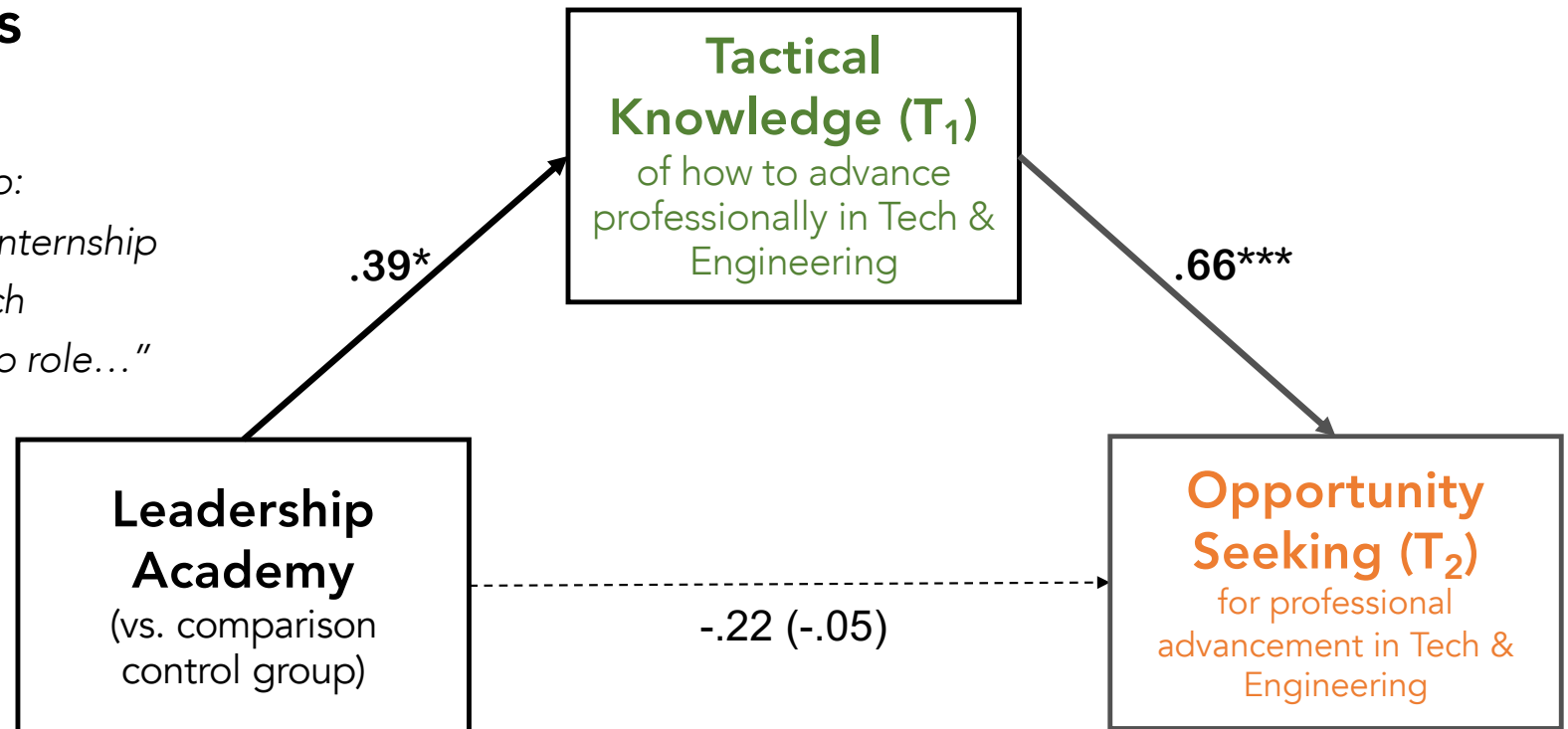
What Lasted?

Indirect Effects

Opportunity Seeking

"It is important to me to:

- participate in an internship
- conduct job search
- take on leadership role..."



Hayes' PROCESS Model 4 with 5,000 bootstrapping samples

Indirect effect: 95% CI [.05, .46]

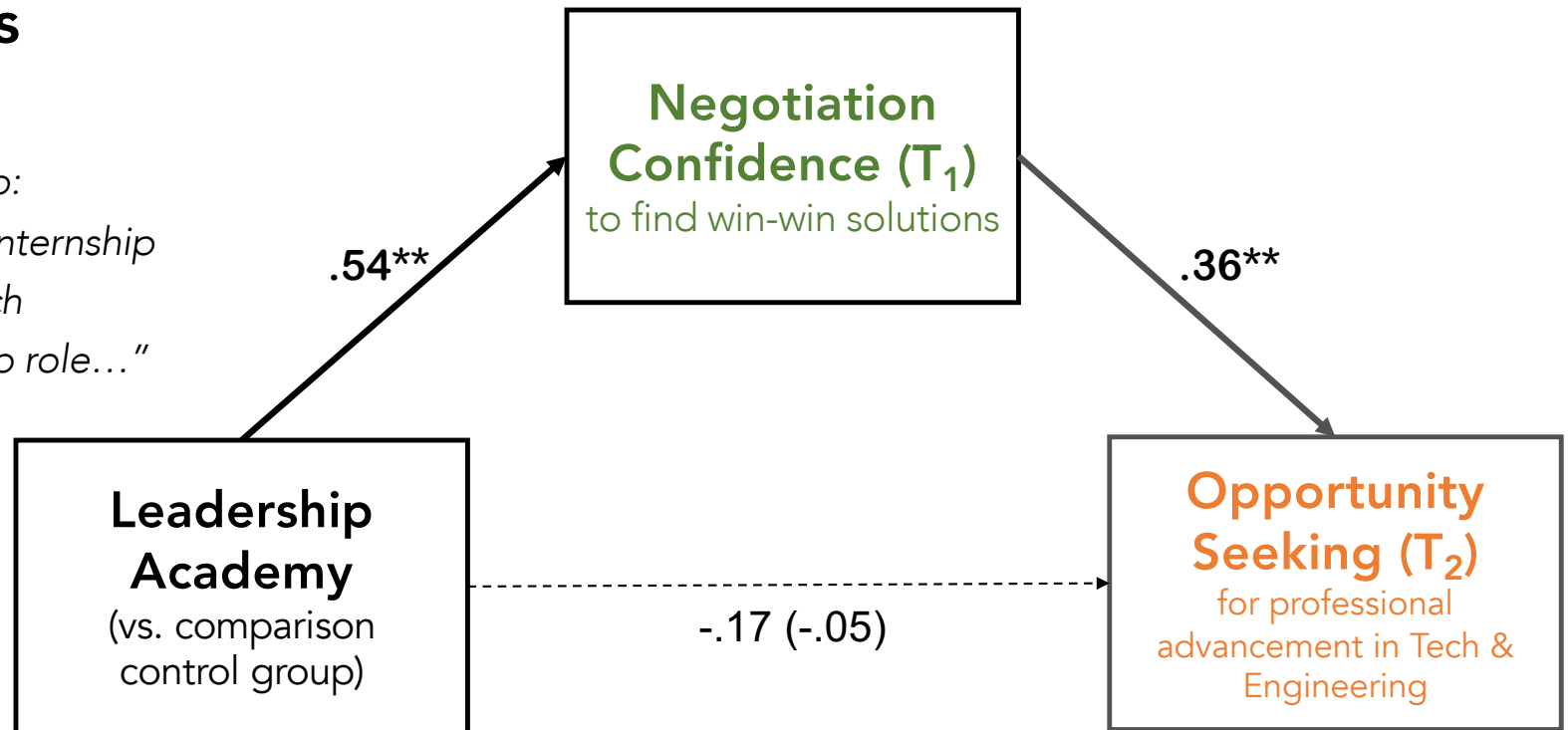
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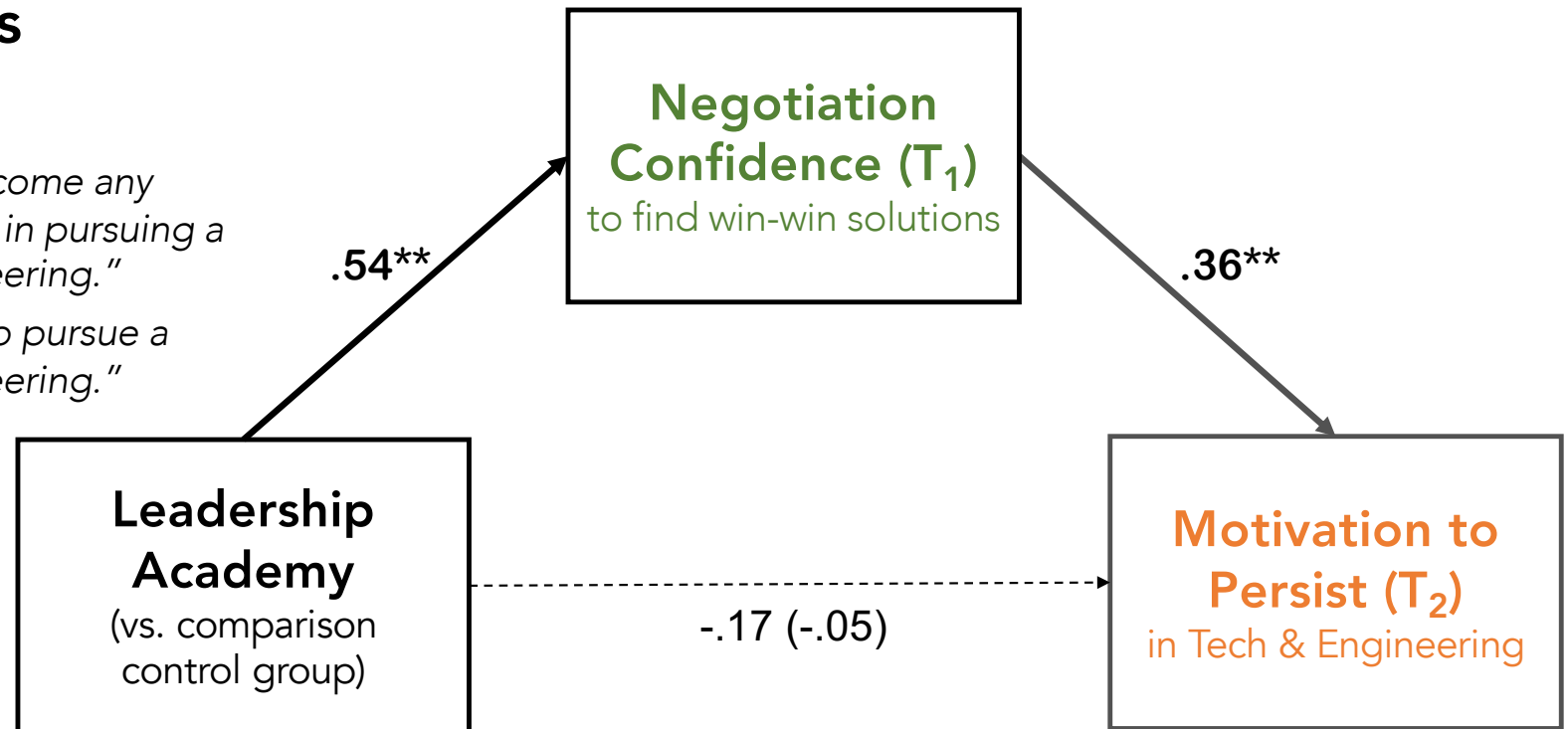
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What Lasted?

Indirect Effects

Motivation to Persist

- "I will be able to overcome any difficulties I experience in pursuing a career in Tech & Engineering."
- "I have what it takes to pursue a career in Tech & Engineering."



Hayes' PROCESS Model 4 with 5,000 bootstrapping samples

Indirect effect: 95% CI [.05, .46]

Looking Forward

- **Encouraging preliminary results** indicate leadership development may help to advance under-represented students in Tech & Engineering
 - Increased tactical knowledge of professional norms may enhance the potential for opportunity seeking
 - Increased negotiation confidence may enhance opportunity seeking and confidence in one's ability to overcome barriers to advancement
- **Research continues** along with development of transferable teaching materials (e.g., cases, online resources, etc.)