

Part I Conclusion

The @Work Experience Framework identifies six daily work experiences that women need to thrive. The power of a framework is that it circumscribes and focuses what organizations should examine in their efforts to retain women. Central to these experiences is the role of the team and how they experience their participation, belonging, and value. As we have said, all measures of team involvement in our survey also correlate with people “thinking of leaving their job.” Retention is strongly related to how women experience daily interactions and collaborations with their team and co-workers.

Many team interactions occur in working meetings as part of core practices such as those used in design, critique, or Agile working meetings. These collaborative meetings are therefore good targets for intervention. But many interactions both in and outside of working meetings may also be experienced as valuing or devaluing—another promising area for intervention. In addition, women’s experiences with co-workers reflect the overall culture of the team and the implicit rules and expectations of daily work life. Clarifying and tuning the team culture is another important intervention possibility.

The @Work Experience Framework also raises up the importance of women’s experience with managers and senior leaders as role models who encourage advancement, coach, and provide challenging work. And of course, these relationships are often the best candidates to provide The Push into challenges when needed, and ensure the Support that women need for success and to build Personal Power. Tuning processes related to these relationships will improve women’s experiences at work.

Taken together, we have identified a clear direction for creating interventions that can help retain women in tech. Guided by our data and the framework, we have developed a set of practical interventions, which have been used and tested with managers and product teams. In [Part II](#), we share these interventions for you to try and tune the practices in your own organizations.