WOMEN
IN PRODUCT

The State of Women in Product Management: A Blueprint for Equity

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Introduction

Co-Founder and Board President of Women In Product Deborah Liu took her first product management (PM) role at PayPal in 2002. At that time, product managers served on "very gender-balanced teams," she reported in her LinkedIn article, "What Happened to Women in Product?"

In 2009, Deb took a product marketing role at Facebook. Though she had years of experience leading product management teams at PayPal and eBay, she didn't have the computer science (CS) degree Facebook required at the time to be a PM. A year and a half later she joined the product management team.

The requirement of a CS degree began around 2004 and spread across the industry. Women earn about 20 percent of the CS degrees awarded in the U.S., limiting the pool of potential women PMs.

At Facebook, Deb worked extensively to diversify the company's product management hiring, opening opportunities by removing unnecessary barriers like the CS degree requirement because they did not correlate to success in the role.

During her more than 11 years at Facebook, Deb launched numerous features and functionality, including creating and running Marketplace, a popular site for buying and selling items. She recently became the CEO of Ancestry, the global leader in family history and consumer genomics.

How do we ensure every woman — especially women of color — has the opportunity to build rewarding careers like Deb, and shape the products of the future? This report shows how companies can ensure women can play an equal role in advancing product management and increasing diversity in the tech industry at all levels.

Why we're here

In 2020, Women In Product launched a study to understand the professional backgrounds, roles, responsibilities, and challenges of product managers everywhere, and how those factors differ by gender.

Within the technology industry, which already struggles with diversity challenges, product management plays a unique role. Over the last decade, product management has grown into an essential function that shapes tech products and directly impacts business success.

As companies recognize the importance of the discipline, product has begun to rise to the C-suite, bringing with it a new path to leadership in tech and beyond. Major tech companies like Facebook, Microsoft, Intel, and YouTube now have Chief Product Officers. Even companies in more traditional industries, like the *New York Times* and Citibank, have CPOs.

Women In Product envisions a world where women can thrive in product careers at all levels. This means women can easily navigate, grow, and succeed in product management roles from entering the field, through mid-career, and into senior and executive roles.

Our north star is equal representation of women in product roles at each level. If representation is 50/50 at entry level but 70 percent men at executive levels, we have not achieved our goal. Equal representation of women must be inclusive across race, ethnicity, abilities (hearing, physical, etc), gender identity, and sexual orientation. We will not have succeeded if Black, Latina, and LGBTQIA women are not adequately represented.

We want to put the story of those who identify as women in product — especially women of color, who face even more complex challenges — into broader context. This report provides a blueprint for the industry, with actionable insights that help the field make real, rapid change on behalf of the women already doing the work, and the ones who want to follow in their footsteps.

Our methodology

We completed a qualitative study to inform development of our survey questions, and then distributed the quantitative survey via online outreach through social media, as well as email requests to product managers at 10 large technology and financial services companies.

WE SURVEYED

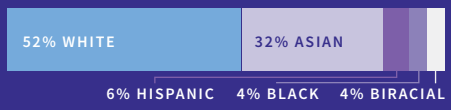
2,300+

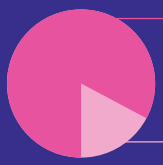
PRODUCT MANAGERS CURRENTLY WORKING IN THE FIELD

42% were from small and mid-size companies with <1, 000 employees

56% were from large companies with >1, 000 employees

RACE & ETHNICITY OF PARTICIPANTS





88% OF THE RESPONDENTS WERE WOMEN

12% OF THE RESPONDENTS WERE MEN

THANK YOU FACEBOOK

FOR RESEARCH DESIGN & ANALYSIS SUPPORT FROM THE FOLLOWING INDIVIDUALS:

Jacquie Tye, Facebook UX Research Director

Kaneeka Agarwal, Facebook UX Researcher

Michelle Little, Facebook Quantitative UX Researcher

Executive summary

The product management profession is at a critical juncture. It is on the cusp of gaining significant traction as an influential field and a path to the C-Suite. It is also ripe for the equal participation of women at all career levels.

Women have a history of success in product roles, and when they play an equal role in advancing the profession, they increase diversity in the tech industry at all levels.

This report provides a blueprint for the industry, with actionable insights that help the field make real, rapid change on behalf of the women already doing the work, and the ones who want to follow in their footsteps.

Obstacles to change

Our research identified the following obstacles to gender equity in product management:

There is no direct path into product management.

Often, roles comprise a rigid set of job requirements that don't always reflect what's necessary for success.

Product managers mostly learn on the job.

There is no clear path to promotion.

Women face additional gender and intersectional challenges.

The recommendations

To address those obstacles, Women In Product developed a set of recommendations companies can implement to improve gender equity in product management.

1. Support and develop your existing women PMs: Provide women with training, and access to an independent community.

2. Focus on the needs of intersectional women: Address intersectional pay disparities, eliminate bias in hiring, and address inequities in promotion rates for intersectional groups.

3. Make your PM promotions process clear and understood by all: Create and communicate the promotions process to all, ask leaders to sponsor and mentor women equally, and consider leadership programs.

4. Ensure job requirements are necessary and correlate to success: Review job requirements at all levels, and eliminate requirements that may unnecessarily reduce the pool of women and underrepresented minorities.

5. Collaborate with other organizations to create industry standards: Research open-sourced requirements, review internal expectations, and participate in Women In Product efforts to examine and publish cross-industry standards.

When companies equitably include women, particularly women of color, in their talent pools, they tap into a deep resource of people who bring diverse perspectives to the table. This, in turn, increases the value of the products companies create, and advances the field of product management.

Now is the time to take action to reduce the barriers women in product management face, especially women of color, and formalize the profession for the benefit of all.

The big issues

There is no direct path into product management

A quarter of those surveyed cited product management as their first career choice, but only 7 percent of product managers (PMs) started their career there.

25% OF PEOPLE CITE PRODUCT MANAGEMENT AS THEIR FIRST CAREER CHOICE

BUT ONLY **7%** START THEIR CAREERS AS PRODUCT MANAGERS

Product managers come from varied backgrounds

Women are less likely to have studied business, engineering, or computer science (CS), which disadvantages them during recruiting. If human resource algorithms primarily search résumés for those degrees, they overlook a rich pool of candidates.

COME FROM BUSINESS AND TECHNICAL BACKGROUNDS

Product managers mostly learn on the job

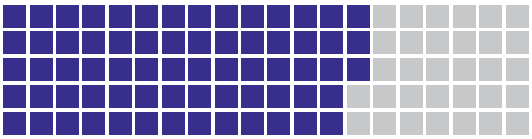
Sixty-two percent of PMs report they learned their role on the job. Women get less on-the-job training and often turn to seminars, boot camps, or open online courses to get up to speed.

ONLY **19%** OF WOMEN RECEIVED FORMAL TRAINING FROM THEIR EMPLOYER VS. **35%** OF MEN

Differences are significant at $p < .05$

There is no clear path to promotion

Sixty percent of women PMs surveyed want to be promoted into product leadership, but most women report a challenge figuring out how to get there.



68% OF WOMEN SEE THE CAREER PATH AS UNCLEAR

Women face additional challenges

Women PMs report they struggle with issues like identity-based discrimination, lack of respect, and a lack of mentorship. In addition, though many companies have dropped the CS degree requirement, a perception persists that PMs without a technical degree can't perform their job as well.

WOMEN WERE ***35% more likely*** THAN MEN TO REPORT CHALLENGES BASED ON A LACK OF MENTORSHIP

27% women vs. 20% men

WOMEN WERE ***2x as likely*** AS MEN TO REPORT CHALLENGES BASED ON A LACK OF RESPECT.

10% women vs. 5% men

WOMEN WERE ***2x as likely*** AS MEN TO REPORT CHALLENGES BASED ON A LACK OF TECH DEGREE.

12% women vs. 6% men

WOMEN WERE ***3x more likely*** THAN MEN TO REPORT CHALLENGES BASED ON IDENTITY-BASED DISCRIMINATION

8% women vs. 2% men

1

Support and develop your existing women PMs

Women often step into product management roles without formal training, which forces them to learn on the job.

Professional development ensures success

Rebeccah Wrady, a Birmingham, Ala.-based Product Lead of Apps and Experiences, started her career as an industrial engineer, but shifted from manufacturing to the world of tech startups when she participated in an internal startup program at her automotive company. "I caught the bug," she said, and so she entered the tech industry in a QA role.

She took additional roles in data and as a business analyst before finally transitioning to a product role. She describes herself as "very much a go-getter" who has taught herself many of the skills she's needed to do her job. Often, she said, it's a matter of the company not having funding available for training.

"We tend to have conversations about 'Somebody needs to do this,'" she said. ***"So I have said, 'Well, I'll watch some YouTube videos. We'll figure this out.' That's how I've built my skills up."***

One of the imbalances women experience in the product management workplace is in the amount of training they receive and where they get that professional development. Women often step into product management roles without formal training, which forces them to learn on the job.

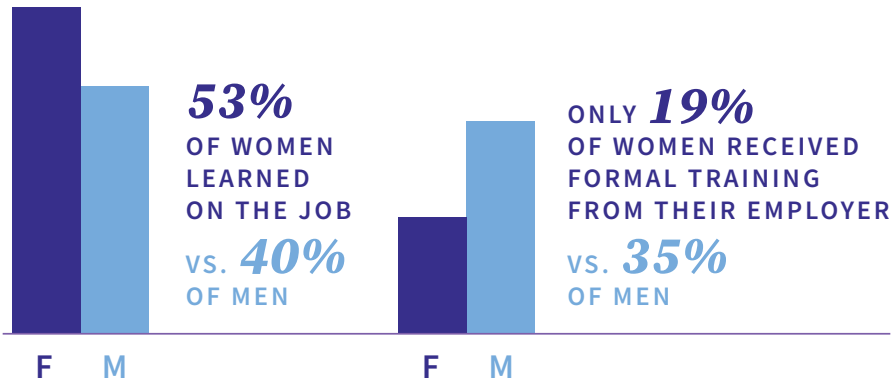
Of those who receive formal training, significantly fewer women get that training at work. Often, they seek out self-funded boot camps or open online courses to fill the gaps they perceive and/or others on their team identify. That leaves them at a disadvantage and puts more of the burden on them to build up their own career toolkit.

It also means community is critically important to women's success. A supportive community can help a woman product manager fight imposter syndrome and isolation, locate critical training needed to succeed, and provide a safe place to ask questions and seek support.

Learning to become a product manager

The difference between how men and women are trained to become product managers is stark. Women report more learning on the job and less formal training provided by their employers.

FORMAL TRAINING RECEIVED



Differences are significant at $p < .05$

Product managers need different combinations of skills — and will emphasize different skill sets — depending on their level and the size of the organization in which they work. But our survey respondents of all genders told us the top skills product managers need are...

- customer empathy,
- product vision and strategy,
- product analysis, and
- people management.

Women report they excel at customer empathy and people management, as well as at project management, but need more formal training and support around product vision and strategy, and product analysis.

"I can either take someone who has not been a product manager but understands the domain and train them. Or I can take someone who has been a product manager before and train them in the domain, but I can't do both."

- LAURA MARINO,
CHIEF PRODUCT OFFICER

Where additional training may benefit women product managers

Based on women's self-evaluation of their performance at key skills critical to PM success, organizations may want to consider providing more training on business analysis, data analysis, design, and technical skills.

*Differences are significant at $p < .05$

RECOMMENDED ACTIONS

- ☐ Provide women with training in hard product skills and leadership skills at each stage of their career. This can occur through internal training or outside training opportunities.
- ☐ Make sure women product managers have access to a community outside your organization that provides a safe space to ask questions and seek support.

2

Focus on the needs of intersectional women

Black, Hispanic, and other women of color make less money and have a harder time rising to higher-level positions throughout their careers.

Focus on intersectionality

Senior Product Manager Yvette Lapompe says she "fell into the field." After she graduated from college, she entered a marketing rotational program that turned out to be more product-focused. "Even though it was very small, I was one of three women, and I was definitely the only Black person." She describes all of her subsequent roles as being in a "usually white-male-dominated space."

"The challenge there...[is] just having to speak up and have your voice be heard," Lapompe said. "I'm more of a reserved person."

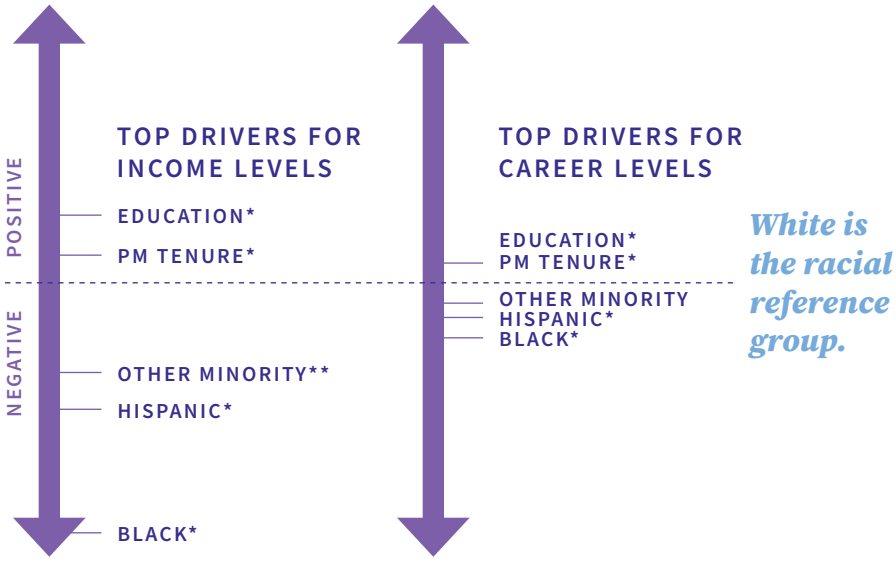
She is now 11 years into her product manager career and hopes to eventually land a VP of Product or Chief Product Officer role. She's built supportive networks at work through company social activities, and helped launch employee resource groups (ERGs) to support Black employees and women. She also credits the manager who hired her into her current role with mentoring her, even after departing for another company.

"Having that advocate has been really helpful," Lapompe said. "Without that, it would be very difficult to...navigate to the next level in my career."

There are clear challenges to being a woman of color in product management

Our survey data confirmed what we have heard from so many women working in tech: Though product managers cite education levels and tenure as a PM as driving them to higher pay and more senior titles, attributes like race and ethnicity can actually drive income and career levels down compared to their white counterparts.

Black, Hispanic, Asian, and other women of color make less money and have a harder time rising to higher-level positions throughout their career. Black women, particularly, report clear bias against them when it comes to income, and struggle to achieve their own goals of promotion to roles in product leadership.



*Beta effects are significant at p < .05; **Beta effects are trending significance at p < .10.

Improving racial and ethnic diversity within the field is important. Both men and women surveyed reported they would welcome more ways to highlight and advance underrepresented women.

Women In Product and its partner organizations are working to tell more of those stories, and to collaborate with other groups focused on advancing women of color in tech broadly and within product management, but there is more to be done, particularly during the hiring and promotions processes.

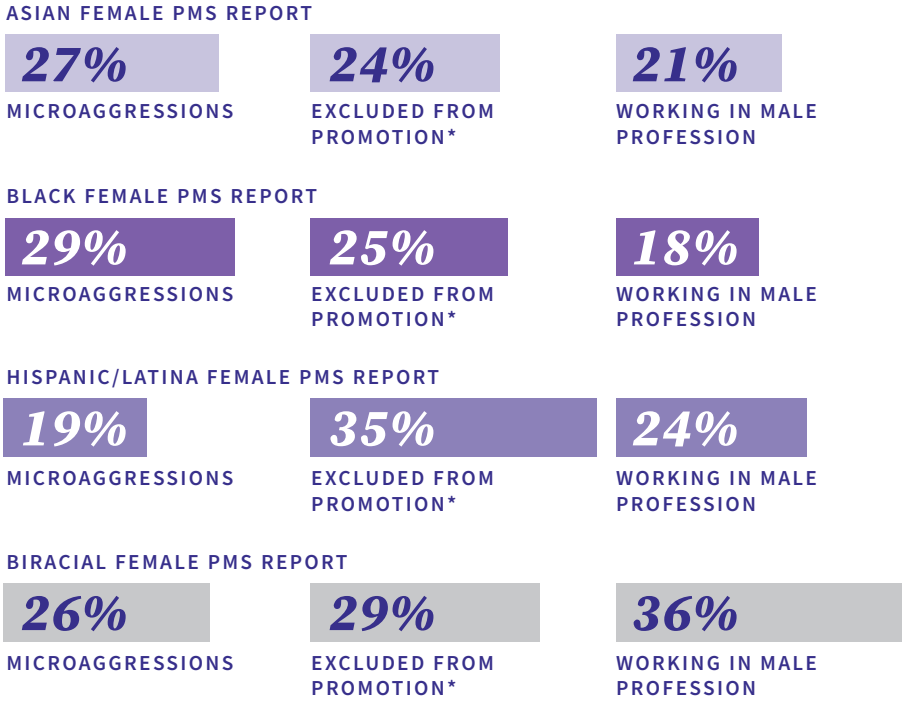
"One of the hardest things of being a woman in tech today are the microaggressions we feel during our daily conversations. With more diversity, there will be more awareness and education on how to approach these nuances."

- PARTICIPANT, 2020 PRODUCT MANAGEMENT SURVEY

Many women of color face significant barriers to promotion

They also suffer from specific racial and ethnic bias that magnifies additional stressors, including microaggressions and the challenge of working in a male profession.

CHALLENGES FACED BY WOMEN OF COLOR



*Differences are significant at $p < .05$

RECOMMENDED ACTIONS

- ☐ Review PM pay for disparities by race, ethnicity, and gender regularly. Adjust as appropriate.
- ☐ Use a structured interview process to eliminate unconscious bias.
- ☐ Review recruiting data to uncover patterns of racial or gender bias.
- ☐ Review promotion rates for intersectional PM groups and address inequities.

3

Make your PM promotions process clear and understood by all

Women product managers aspire to leadership roles, but many describe the path to VP or CPO as unclear or marked by obstacles.

Remove barriers to promotion

Lilia Gorbachik, who became her U.S.-based firm's first product manager based in St. Petersburg, Russia, began her tech career as a QA engineer, eventually working up to QA lead. She said she wanted something more, and proceeded to take on project management roles because roles in product seemed unattainable at the time.

One of her managers told her that, though she had a computer science degree, her lack of business experience meant she could not move into product. Discouraged but determined, Lilia kept striving to become a product manager, even changing companies for better opportunities. Eventually, even though she was not formally in a product manager role, she stepped up to lead a new product under development and gained critical visibility within her company.

***"After I started doing things without asking permission, nothing bad happened,"** she said. She was doing the work of a product manager and asked to be awarded the title to match the work. "At some point I realized I talked to our customers and partners more than anybody. In any case, you have a lack of something — either lack of the business experience or lack of a technical background or lack of marketing experience...But everything is possible. You can fill the gaps."*

What women PMs want from their product careers

60% SEEK PROMOTION TO LEADERSHIP

13% WANT TO START THEIR OWN BUSINESS

9% WANT TO CONTRIBUTE AS A PM

3% WANT TO TRANSITION TO ANOTHER FIELD

Differences are significant at $p < .05$

Though women are clear that they want to rise to leadership, they are also more likely than their male product manager counterparts to describe that path at their companies as undefined ($p < .05$). Often information about how to get promoted is only shared informally. Everyone is poorly served by this system — women more so than men.

27% OF WOMEN SAY THE PRODUCT MANAGEMENT CAREER PATH IS NOT AT ALL DEFINED

WHILE **46%** OF MEN SAY THE PATH IS WELL DEFINED

Differences are significant at $p < .05$

Women and men, on average, take approximately 10 or 11 years to advance to the VP or CPO level in their careers. However, we see men advancing faster at the manager and director levels, which means there are also more men than women in the pipeline for higher positions.

On top of that, past requirements that product managers have computer science degrees have also left a gender imbalance at the senior and executive levels. These two issues compound the barriers to women advancing through the product ranks.

This is also exacerbated for Black women and other women of color. Black Women in Product, a Women In Product affinity group, formed as a safe space for women from that community to discuss these issues.

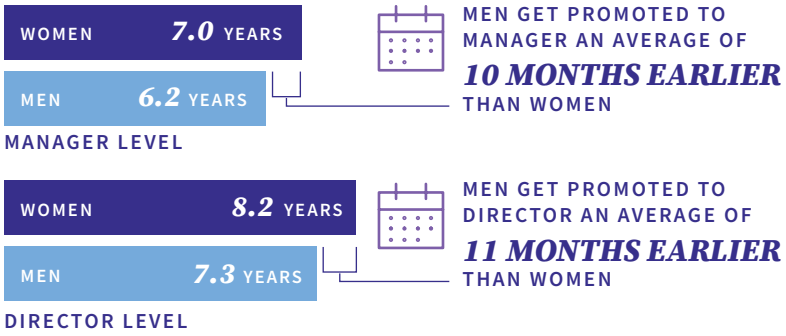
"Only about 18 percent of our Black Women in Product members are at director level or above. The majority are product and senior product managers who highlight the struggle to advance to higher roles."

- YVETTE LAPOMPE, SENIOR PRODUCT MANAGER

Men advance faster to manager and director levels

On average women and men advance to VP or CPO level in 10/11 years but men advance more quickly at manager and director levels making the pipeline for higher positions filled with more men. This compounds the lack of women at senior and executive levels due to past requirements for CS degrees.

CAREER LEVEL BY AVERAGE NUMBER OF YEARS IN PM ROLE



Differences are significant at $p < .05$

WHAT BLOCKS WOMEN FROM ADVANCING?

Differences are significant at $p < .05$

RECOMMENDED ACTIONS

- ☐ Create and publish the requirements and process for promotion.
- ☐ Review annual promotion results against published requirements and process. Address inequities.
- ☐ Ask PM leaders to sponsor and mentor an equal number of women and men.
- ☐ Consider leadership training programs including those specifically designed for women.

4

Ensure job requirements are necessary and correlate to success

By setting requirements based on a minimum number of years in product management positions or specific technical degrees, companies overlook a rich pool of potential candidates.

Review job requirements

Danielle Jelley, an associate product director, has worked in product management across a variety of industries and types of businesses. She said when she takes on a new role, she has always asked what steps are required to get to the next level.

"It's very rarely ever been clear," she said, and called some requirements communicated to her "ridiculous." *At one point, for example, she was told she needed seven years in a particular role to be promoted, but there were no corresponding skills expectations.*

A colleague in a women's leadership program told her even if her manager did not have that clarity, that she could ask HR for detailed job descriptions. Danielle followed up on that lead, and returned, empowered by this new information, to discuss an individual development plan with her manager.

"I'm in charge of my own career," she said. "I can do anything I want — I just need to prepare on the path to get there."

Around 2004, some large tech companies began requiring that product managers have a computer science or other technical degree. This requirement spread through the field and persisted until 2014 or 2015, when companies began to realize a technical degree didn't necessarily correlate to success in the role.

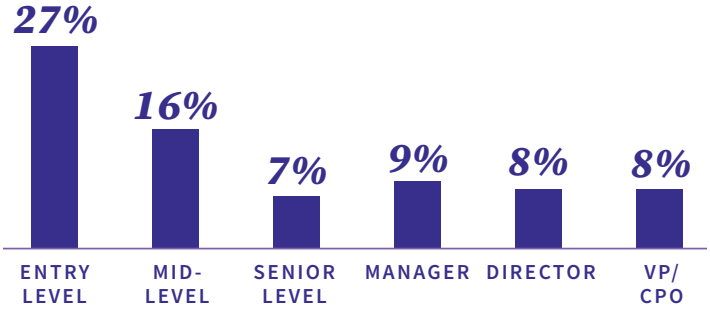
Many companies also required incoming product managers have five years' experience in the field. Women earn only 20 percent of the computer science degrees in the U.S., which means they were already disadvantaged by the technical degree requirement.

It takes women approximately 10.8 years of product management experience to reach Vice President or Chief Product Officer. A woman achieving that now likely started in 2010 or 2011, when fewer women were in the pipeline due to technical degree requirements. Even with thoughtful changes to requirements now, we'll still see a lasting effect of that biased pipeline.

Lack of technical degree is still a challenge

Entry-level product managers across genders report a lack of technical degree as their top challenge, and even at the mid-career level, product managers still report this as a significant barrier.

PERCENT OF PMS REPORTING LACK OF TECHNICAL DEGREE AS TOP BARRIER



Differences are significant at $p < .05$

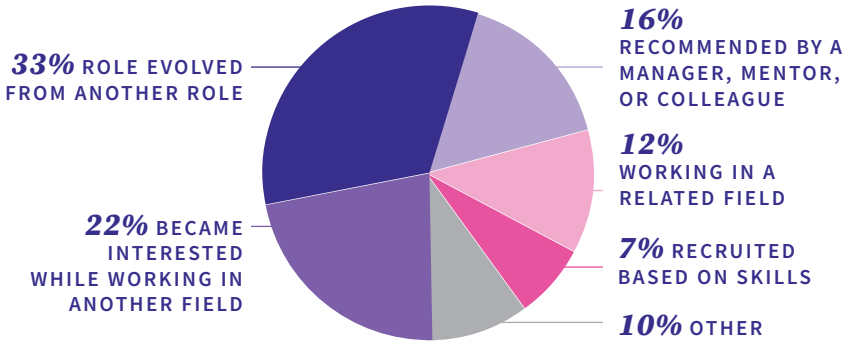
When companies recruit product managers, they often do not acknowledge prior experience when seeking PM job candidates. Often, job postings require five or more years of direct product management experience.

This requirement overlooks potential candidates who have skills developed in prior roles that are directly applicable to product management — and that are great indicators of success in the role. In fact, 64 percent of women who have transitioned into product management come to the field with anywhere from three to ten years of prior work experience. It also overlooks candidates who might only have three or four years at some level of product management.

As a result, women often have to rely on their existing network and mentorship to land the product management roles to which they aspire. Women who do not have those connections in place may be overlooked for these roles, despite their relevant skills.

Despite experience, women struggle to land PM roles

93 percent of product managers come into the field with prior work experience. Women often bring significant (3-10 years) relevant experience to the role, but without existing networks or mentorship, may struggle to get hired.



Differences are significant at $p < .05$

Women becoming PMs bring valuable skills to the table

Women product managers enter the field from a variety of roles that prepare them with key skills, whether those prior roles are technical or not. Hiring managers who overlook this experience — whether or not the job-seeker has had a product management title — can miss qualified candidates.

TOP SKILLS WOMEN BRING FROM NON-PM ROLES

- *26%* Project management
- *19%* Business analysis
- *15%* Marketing
- *14%* Technical
- *11%* People management

Differences are significant at $p < .05$

RECOMMENDED ACTIONS

- ☐ Review existing product manager job requirements at all levels and ensure they directly correlate with successful job performance.
- ☐ Eliminate unnecessary barriers and arbitrary requirements, which may present barriers for women or underrepresented minorities.

5

Collaborate with other organizations to create industry standards

Product managers report they face role ambiguity, which should be addressed by setting common standards across the industry and developing training programs that correlate to those criteria.

Create industry standards

Lisa Huang-North, a product and program lead based in San Francisco, Calif. She started her career in product management at a large financial services company; worked for a consulting firm; founded her own companies; and currently works for a start-up.

Huang-North described how she and other product managers formed "job hunting packs," cohorts of three to five people all aiming for roles in different industries and different size roles, but who can share resources and refer recruiters to each other. They can also share insights from informational interviews — which companies are more welcoming to parents? Is there true commitment to diversity, equity, and inclusion? How do specific companies define product management roles?

"That's where being able to have that 'whisper network' of...lived experience... saves everyone time," Huang-North said. "You're always going to trust information from word of mouth way more than any Blind or Glassdoor reviews."

"The criteria [to qualify for different levels of product manager] is open to interpretation. The problem is amplified when you take one product or team within a company, and you have a similar team within the company working on another product, and then again, you see disparity."

- SILPA UPPALAPATI, PRODUCT MANAGER

There are clearly gaps in the expectations and requirements for product managers at many companies. It is difficult for folks in the field to pin down exactly what the job entails. Sometimes the definition of roles varies from company to company, and sometimes it even varies within the same organization.

If cross-industry standards existed, companies could also better address what product managers report as their biggest need: resources to develop core competencies. It's much easier to create standard training programs when they can be built around a set of agreed-upon skills.

Women In Product can play a key role by convening organizations across the industry for candid conversations designed to set those standards and by using data and stories from the community to illuminate trends and highlight best practices.

Biggest needs within product management

Product managers themselves affirm the need for cross-industry standards — it is one of the items they desire most.

33%
NEED THE RESOURCES TO DEVELOP CORE PM SKILLS

32%
NEED TO ESTABLISH CROSS-INDUSTRY STANDARDS FOR THE ROLE

32%
NEED TO ESTABLISH CLEARLY-DEFINED CAREER PATHS

"Product management can be defined completely differently depending on where you are. From my experience, as you progress in your career and become more senior, the focus shifts from execution to solving increasingly ambiguous problems."

- LISA HUANG-NORTH,
PRODUCT AND PROGRAM LEAD

Women see specific career obstacles within product management

Women product managers report role ambiguity as a challenge and are more likely than men to report gender bias as a top obstacle to success ($p < .05$).

13% REPORTED ROLE AMBIGUITY

MORE OBSTACLES FACED BY WOMEN PMS

- No technical background/experience
- Gender bias on team
- Managing expectations of multiple teams
- Lack of understanding of value of PM

Differences are significant at $p < .05$

RECOMMENDED ACTIONS

- ☐ Research open-sourced standards published by other companies.
- ☐ Review internal standards for product management positions across all levels.
- ☐ Participate in Women In Product efforts to examine and publish cross-industry standards.

START HERE TO GET INVOLVED
womenpm.org/stateofwomenpms

Conclusion

For companies that are committed to building more diversity into their product ranks, the recommendations in this report provide a set of next steps that can help them create more equitable organizations.

Product management plays a unique role in an industry already struggling with diversity challenges. Over the last decade, product management has grown into an essential function, and its leaders shape tech products and directly impact business success.

By shifting how they approach product management, companies will foster more diverse teams that drive innovation*. As women, and particularly women of color, step into leadership, they will bring new perspectives and shift culture to be more inclusive.

"Diversity attracts diversity."

- LAURA MARINO, CPO, TRUEACCORD

Laura Marino, Chief Product Officer at TrueAccord, has worked at two companies that had a female CEO, including Lever, where she served as Senior Vice President of Product. "Lever was so diverse. I mean, we had diversity and it was part of the culture. We had a lot of women engineers—way more than I have had in any other company."

There are a significant number of well-qualified women product leaders today who may not be as visible as their male counterparts. Increasing women's visibility and their overall numbers at senior and executive levels shows what is possible and signals women's value and capabilities to other women, companies, and the industry at large. This visibility is critical to achieving equal representation and gender equity in the field — when women know they can be recognized as effective, thriving product leaders, they are more likely to consider product management as a career and, in turn, advance in the field themselves.

Now is the time to take action to reduce the barriers women in product management face, especially women of color, and to formalize the profession for the benefit of all.

* Page, Scott E. *The Difference: How The Power of Diversity Creates Better Groups, Firms, Schools, and Societies.* 2007. Princeton University Press.

Benefits of more women product managers

When there are greater numbers of women in product management, the industry sees benefits that ripple beyond the specific discipline. These benefits result in better products and better ROI as those products are developed. Our study shows male and female product managers surveyed believe more women in the field will deliver

GREATER DIVERSITY OF PERSPECTIVES
66%

MORE WOMEN IN LEADERSHIP ROLES
49%

MORE WOMEN MENTORS AVAILABLE
37%

PRODUCTS FOR BROADER NEEDS
35%

GREATER CUSTOMER EMPATHY
30%

As more women—particularly women of color—are promoted into product leadership roles, we'll start to see a reduction in the number of cultural issues reported by women already in the field, particularly microaggressions and sexism. More women leaders will also reduce gender-based discrimination in promotions and hiring.

"One of the key benefits of having more women in product is more inclusive language to talk about products, users, and peers."

- PARTICIPANT, 2020 PRODUCT MANAGEMENT SURVEY

How to build gender equity in product management: Recommended actions

Follow this checklist as you move toward gender equity in product management at your organization. These steps will help you effect rapid, real change!

Questions? Reach out to Women In Product at info@womenpm.org or visit womenpm.org/stateofwomenpms to learn more.

1. Support and develop your existing women PMs

- [ ] Provide women with training in hard product skills and leadership skills at each stage of their career. This can happen through internal training or outside training opportunities.
- [ ] Make sure women product managers have access to a community outside your organization that provides a safe space to ask questions and seek support.

2. Focus on the needs of intersectional women

- [ ] Review PM pay for disparities by race, ethnicity, and gender regularly. Adjust as appropriate.
- [ ] Use a structured interview process to eliminate unconscious bias.
- [ ] Review recruiting data to uncover patterns of racial or gender bias.
- [ ] Review promotion rates for intersectional PM groups and address inequities.

3. Make your PM promotions process clear and understood by all

- [ ] Create and publish the requirements and process for promotion.
- [ ] Review annual promotion results against published requirements and process. Address inequities.
- [ ] Ask PM leaders to sponsor and mentor an equal number of women and men.
- [ ] Consider leadership training programs, including those specifically designed for women.

4. Ensure job requirements are necessary and correlate to success

- [ ] Review existing product manager job requirements at all levels and ensure they directly correlate with successful job performance.
- [ ] Eliminate unnecessary barriers and arbitrary requirements, which may present barriers for women or underrepresented minorities.

5. Collaborate with other organizations to create industry standards

- [ ] Research open-sourced standards published by other companies.
- [ ] Review internal standards for product management positions across all levels.
- [ ] Participate in Women In Product efforts to examine and publish cross-industry standards.

Women In Product is a welcoming community where women product managers are inspired, connected, and celebrated.

Started in 2016 by several women working in product leadership, **Women In Product** has grown to become a 501(c)3 non-profit organization that equips women to thrive in product management careers at all levels, connects women in the product field, and advocates for more diverse workplaces.

Today, the organization fosters a network of more than 30,000 constituents and 27 chapters and hosts an annual conference that convenes more than 3,000 women in the field.

27,000+
NEWSLETTER SUBSCRIBERS

Average open rate: 28.8%
Average click rate: 5.1%

57
EVENTS IN 2020

27
CHAPTERS

WOMEN IN PRODUCT GROUPS

30,841
MEMBERS IN OUR FACEBOOK GROUPS

78%
ARE ACTIVE IN THE PRIMARY PRIVATE FACEBOOK GROUP

In a month in the primary private Facebook group, **we reach 18,920** members with our posts

Our partners

Thank you to our partner companies, who have committed to support our efforts to achieve equality and foster change in the product management field.

facebook
Google
PayPal
Upwork

WOMEN IN PRODUCT

Follow us on social!

FACEBOOK INSTAGRAM LINKED IN TWITTER

OUR VISION is for all people in product to have equitable opportunities to build rewarding careers and shape the products of the future.

OUR MISSION is to equip women to thrive in product management careers at all levels through community, professional development, and industry advocacy.