
Recruiting Considerations for District Committees

It is the desire of DEXCOM to move toward greater gender equality on all district committees. Despite our organization's relatively gender-balanced membership, this balance has not always been reflected in our governance structures. This reality leads us to reflect upon our practices. Is it possible that the way we do things affects the outcomes we achieve?

It is our hope that raising awareness to ways we are influenced by the unintended nuances of our systems will move us to greater success in achieving gender equality expressed on our committees. DEXCOM thanks the Committee on Nominations for considering the following information and suggested best practices.

Cultural Context

It may be helpful to note that many studies show that a predictable pattern has emerged called the 60/100 tendency. When applying for a new position of employment, “research has shown that a man will apply for that job if he is 60 percent confident that he can perform the job well. He knows he can likely figure out the other 40 percent as he goes. On the other hand, if a woman looks at a potential job opening, she will wait until she is 100 percent sure that she can perform the job well *even before applying*.”¹ This 60/100 tendency is most certainly at play as we approach potential candidates to fill positions on our district committees. Women are more likely to decline an invitation to serve if they do not *feel* adequately qualified. This means it is not enough to open opportunities to women to serve, we must find ways to help move women into those opportunities, acknowledging that their path may look different than the traditional male pathway.

Recommended Best Practices

This reality invites us to consider our current practices for recruiting all candidates, with the following to be included among our best practices:

- Provide adequate time for a candidate to learn what the position is, what it requires, and what supports are available. As part of gauging interest, where possible, candidates are to be provided with a job description and/or terms of reference for the role.
- Give information about the position, as well as *affirmation* of the gifts or qualities you see (or others have seen) in the potential candidate that make them a good fit. (Note that if we do not affirm specific gifts and abilities, female candidates may mistakenly assume they have been asked solely to achieve gender balance).

¹ Kadi Cole, *Developing Female Leaders* (Nashville, TN: Thomas Nelson, 2019), p. 13



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- Consider providing a contact for someone who currently serves on the committee so that the potential candidate can get an accurate idea of the role.
 - Foster an openness to listening to the potential candidate's thoughts and concerns. Move toward a pattern of dialogue, rather than a singular inquiry for a yes/no response.
 - Listen past initial hesitations on the part of potential candidates. Accept that many initial fears or concerns are culturally hardwired in female candidates. These hesitations need not be limiters to future engagement, rather they simply need to be patiently and adequately addressed.
 - Commit to inform DEXCOM of your experiences with these practices as a committee so we might, together, further explore the systemic opportunities and roadblocks at play as we seek to create committees that benefit from equal gender representation.

