



TARGET CASE STUDY

Propelling More Women into Leadership



Propelling More Women into Engineering Leadership Positions

Target created a 12-month program designed to bring more women and other underrepresented minority groups into engineering leadership positions.

BENEFITS

- Achieves a deep pipeline of qualified, diverse senior engineering manager (SEM) candidates
- Provides leadership development experiences for candidates with the desire and aptitude for SEM
- Closes the most critical diversity gaps in the SEM role
- Builds a reputation in the tech community as a place for talented, diverse team members



REACH OUT >

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AnitaB.org is a social enterprise founded on the belief that women are essential to building technology the world needs. We envision a future where the people who imagine and build technology mirror the people and societies for whom they build it. Learn more about TEF and our latest research on organization transformation at AnitaB.org/Resources.

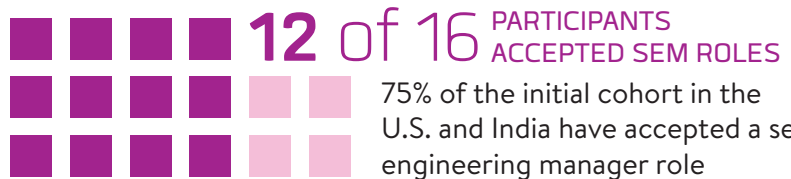
IMPLEMENTATION

Target recognized the difficulty in recruiting and retaining female software engineers, especially for senior-level positions, and sought to address these gaps.

The Engineering Manager Immersion Program (eMIP) launched in the fall of 2017 to help prepare high-potential engineers for leadership roles. The 12-month program provides curated development offerings and on-the-job leadership experiences to prepare participants for consideration for a senior engineering manager role at the conclusion of the program.

Target kicked off their first cohort in 2017, in both the U.S. and India, with a focus on female engineering professionals. In 2018, the focus was on female representation. In 2019, the focus is on female and African-American representation. The program is open to current Target engineers as well as new hires.

IMPACT



NEARLY **+10%** more representation of female senior engineering managers from Feb 2018 to Feb 2019

ACTIONABLE RECOMMENDATIONS



There has to be **commitment from the top**, investment for the long-term, and close partners to support the program.



Determine a dedicated executive sponsor and a small advisory board to develop the program's guiding principles with an explicit goal and purpose.



The advisory board should have clear roles and responsibilities, and the ability to have healthy debates.



Educate internal teams and stakeholders for organization-wide understanding on why the program was developed and how to support it.