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## What the Experts are Saying



Jeremy Baker

### About Jeremy Baker

Jeremy Baker is the Deputy Assistant Director for the Office of Intelligence at Homeland Security Investigations, which is part of the Department of Homeland Security. Jeremy has worked in the national security field, including within the intelligence community, military, law enforcement for 20 years.

### On Leadership Data

The responses [to the Leadership question data] were telling, but not altogether unexpected. When it comes to leadership, the views and experiences expressed in the survey results only reinforced what should be well-understood in the workplace by now, and here's what jumped out to me. While women are slightly more likely to be encouraged to seek promotion than men, they are TWICE as likely as men to feel they have been discouraged from seeking promotion. Even so, the respondents who have been promoted in their current job were equally likely to be a man or a woman! I may be reading too much into this, but that tells me that being discouraged from seeking promotion at a higher rate does not necessarily deter women from seeking and achieving promotion. At least I hope that's the case, but even so that first half of the equation is damning. It's critically important that the ranks of leadership reflect the diversity of the workforce, and I feel it's an area where we lag behind. We can tackle this by continuing to develop, mentor, recruit, and encourage a diverse pool of prospective leaders. And you get a diverse pool of respective leaders by developing, mentoring, recruiting, and encouraging a diverse pool of employees in the first place. In other words, building a diverse leadership cadre starts with a diverse workforce.