

## INDUSTRY

## Women alone in tech

US corporate-training programmes aimed at retaining female researchers in technology might be focusing on the wrong targets. A report published in February examines the results of in-depth interviews with 23 women in information-technology jobs across industry, including some at manufacturers, software-development firms and an insurance company (H. Annabi and S. Lebovitz *Inf. Syst. J.* <http://dx.doi.org/10.1111/isj.12182>; 2018). The authors sought to identify challenges faced by female researchers in this field. Employers often invest in female-centred mentoring and professional development, but the study participants said that they still feel forced out by their work environment. Fifteen respondents reported feeling isolated and excluded at work, and 13 said that a male-dominated workplace causes feelings of alienation. “There’s a mismatch with these investments in training and the barriers that women actually face,” says lead author Hala Annabi, an information-systems scholar at the University of Washington in Seattle. A Pew Research Center report (see [go.nature.com/2esrhz5](http://go.nature.com/2esrhz5)) found that the proportion of women in computer-related fields in the United States has dropped from 32% in 1990 to 25% today.

## SCIENCE ACTIVISM

## March for advocacy

The second March for Science is scheduled for 14 April in Washington DC ([marchforscience.com](http://marchforscience.com)). Organizers hope to recapture the energy and enthusiasm of last year’s event, when more than 1 million researchers and others — in 600 cities around the world — marched in support of evidence-based policy and the application of science for the greater good. Organizers worldwide expect events with fewer marchers, placards and chants but more advocacy-related activities. Berlin is planning a ‘local hero’ programme in which scientists will give public talks at cafes and other venues. March-related activities in Portland, Oregon, will include speeches by local politicians and a science expo with at least 30 presenters. The election and inauguration of Donald Trump as US president helped to spur marchers last year. But Caroline Weinberg, an organizer of the march, says that science activism shouldn’t depend on controversial events to draw interest and participation. “We can’t allow our advocacy to be tethered to those moments,” she says.

## PLAY TO YOUR STRENGTHS

## Marketing tips for a job search

- Understand yourself. List your key technical skills, experience, perspective and approach to problem-solving. What problems do you solve best, and in which situations or environments do you produce your best work? When have you been your happiest at work and what were you doing? Knowing this will help you to identify the types of employer for whom you can add the greatest value.
- Conduct a market analysis for the jobs and fields that interest you. Seek out people who received their PhD in the same field as yours, or in one that’s similar, but who have gone in different professional directions. Ask them where scientists with your background and strengths have been successful. Identify industries in which your skills and experience are relevant and valued, and investigate organizations whose mission aligns with your work. Gain a ‘market perspective’ on an industry

by joining a professional organization or taking a short course or workshop to understand how your scientific background might align with that interest.

- Expand your network. Reach out each week to people in positions that interest you, and meet them in person, if possible, to learn more about what they do. Follow up with them periodically to let them know your professional trajectory. Not only will you gain insights into positions or roles that interest you, but you might get help from these contacts in your job search.
- Focus on opportunities. Identify those organizations that you feel are the best fit for your skills, interests and values. Conduct informational interviews with key managers — who may be expanding their teams in the future — to get a feel for the work environment. Find out the managers’ goals and needs and see how your skills and background could help. **P.F.**

► Department of Energy’s Advanced Manufacturing Office, for example, has published a five-year plan (see [go.nature.com/2elyc71](http://go.nature.com/2elyc71)). You should review such documents, as well as past RFPs from the agency concerned, and aim to learn from colleagues or associates what took place at earlier planning workshops.

If you don’t personally know former programme managers at an agency, you can search for them on LinkedIn, and find out which research ideas overall have proved most successful at that agency. And you can contact the funder itself and speak to a grant administrator or programme manager to learn whether your specific research idea pertains to the funder’s strategic interest (see *Nature* **482**, 429–431; 2012). (Grant-writers should first study a funder’s website and grant materials to learn the funder’s priorities, and glean background information and context.)

## STREAMLINE YOUR SEARCH

Many early-career scientists fail to conduct a market analysis or develop a market strategy for their job search. They wait for a job advertisement to appear and then submit a CV — a compendium of every element of their research career so far — and hope that their background and research experience will merit further review.

Instead, before applying for specific jobs, you should deploy the market analysis-and-strategy template outlined above (see ‘Play to your strengths’). Sound out people who are already working in a field or for organizations that interest you (see *Nature* **538**,

417–418; 2016). Ideally, aim to connect with scientists whose backgrounds are similar to yours — perhaps they earned a PhD in the same field or from the same institution — and who have enough experience to directly advise you on where your skills and interests fit, and how best to present yourself.

As part of your market strategy, you should also craft and maintain a profes-

sional online persona. Use a platform such as LinkedIn or ResearchGate to create a detailed profile emphasizing key skills and experience, and to link up with others in relevant organizations or fields of research.

Use online technical forums to ask about skills and experience needed in an industry or for a specific position (part of your market analysis), and answer technical questions posed by others. Taking part in such dialogues can make recruiters notice you and seek you out regarding prospective openings.

These marketing activities are time-consuming. But they offer crucial insight into where a discipline or a field of technology is heading, and into the skills, knowledge and experience that you’ll find most valuable. ■

**Peter Fiske** is director of the Water-Energy Resilience Research Institute at the Lawrence Berkeley National Laboratory in Berkeley, California.