

Perspective Matters

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What We See.
What We Miss.

Women in Galvanizing (WiG)

TechForum | October 6, 2026 | Denver, CO



Women in Galvanizing

galvanizeit.org

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Read the Room

Business Meeting Role Play

1

Lora Stadelman - Manager

2

John Roy – Main Participant

3

Audience – Other Participants



Women in Galvanizing

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First Impressions

Candidate A vs Candidate B

Michael Anderson

11 Years Manufacturing Experience

Manages 85 Employees; \$11.5M Budget

BS in Mechanical Engineering



Laura Jones

12 Years Manufacturing Experience

Manages 78 Employees; \$11M Budget

BS in Industrial Engineering



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Throughput Improvement

17%

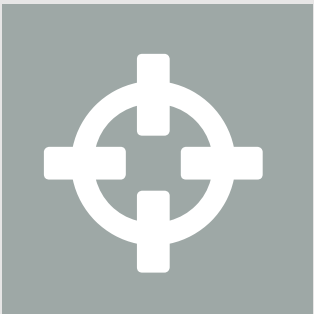


Throughput Improvement

19%

Safety Improvement

28%

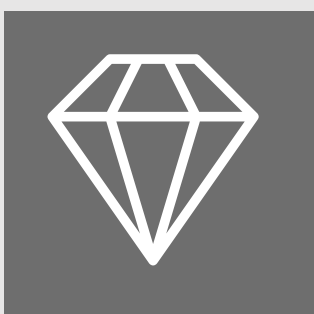
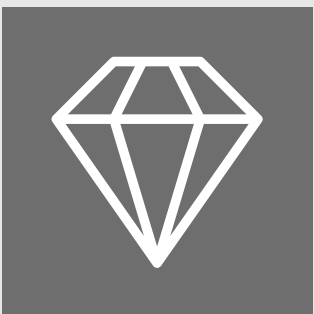


Safety Improvement

25%

Quality Improvement

14%



Quality Improvement

16%



A Closer Look

Candidate A vs Candidate B

Candidate A

11 Years Manufacturing Experience
Manages 85 Employees; \$11.5M Budget
BS in Mechanical Engineering



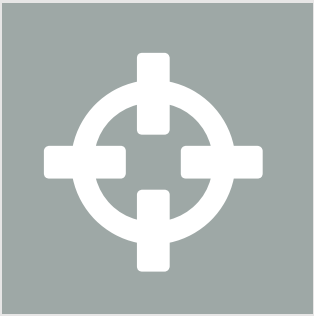
Throughput Improvement

17%



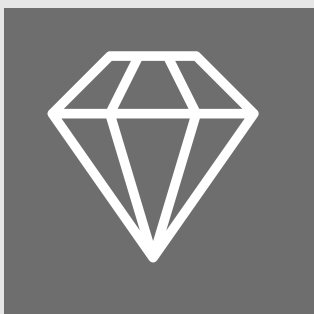
Safety Improvement

28%



Quality Improvement

14%



Candidate B

12 Years Manufacturing Experience
Manages 78 Employees; \$11M Budget
BS in Industrial Engineering

Throughput Improvement

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A Closer Look

Candidate A vs Candidate B

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11 Years Manufacturing Experience
Manages 85 Employees; \$11.5M Budget
BS in Mechanical Engineering

Throughput Improvement
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Quality Improvement
14%

Professional Affiliations

Manufacturing Leadership Council
National Manufacturing Association



Candidate B

12 Years Manufacturing Experience
Manages 78 Employees; \$11M Budget
BS in Industrial Engineering

Throughput Improvement
19%

Safety Improvement
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Quality Improvement
16%

Professional Affiliations

Manufacturing Leadership Council
Women in Manufacturing Alliance



Just the Facts

Candidate A vs Candidate B

Candidate A

11 Years Manufacturing Experience
Manages 85 Employees; \$11.5M Budget
BS in Mechanical Engineering



Candidate B

12 Years Manufacturing Experience
Manages 78 Employees; \$11M Budget
BS in Industrial Engineering

Throughput Improvement

17%

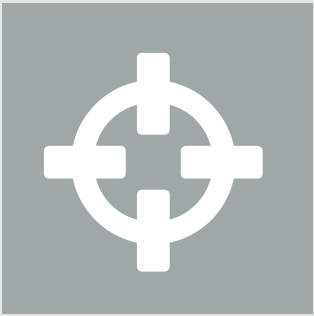


Throughput Improvement

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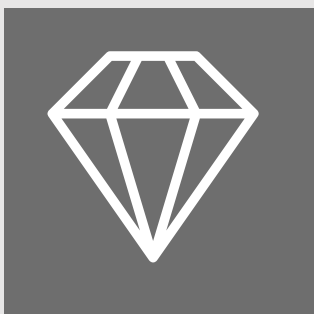


Safety Improvement

25%

Quality Improvement

14%



Quality Improvement

16%





THE WORDS WE USE

- **Two employees have demonstrated similar leadership behaviors.**
- **Read the feedback and decide who you consider the stronger leader.**

Employee A

Jordan

SUMMARY

Jordan is confident and decisive. They speak up in meetings, challenge assumptions, and aren't afraid to push back when they disagree. Jordan takes ownership of difficult situations and holds others accountable.

FEEDBACK

What is your impression of Jordan?

Employee B

Taylor

SUMMARY

Taylor can be intimidating at times. They can come across as aggressive when challenging others and should work on being more approachable. Taylor would benefit from being more mindful of how their communication style affects the team.

FEEDBACK

What is your impression of Taylor?



Same Behavior. Different Feedback.

The Words We Use

Jordan	Taylor
Confident	Intimidating
Decisive	Aggressive
Challenges Assumptions	Challenges Others
Pushes Back	Difficult Communication
Holds People Accountable	Needs to be more Approachable
MAN	WOMAN



Same Behavior. Different Feedback.

The Words We Use

Behavior	Feedback 1	Feedback 2
Pushes back on a technical decision	Strong technical leader who isn't afraid to challenge assumptions.	Can be difficult when others disagree with her.
Direct with a supplier	Confident and decisive	Comes across as abrasive
Speaks up in meetings	Has a strong voice and contributes valuable perspective.	Needs to work on her communication style.
Holds team accountable	Sets high standards and drives results	Can be overly demanding.
What are we evaluating?	PERFORMANCE	PERSONALITY



**You're being
too sensitive.**

***That's just
how he is.***

*He didn't mean
anything by it.*

**You need
thicker skin.**

*You're surprisingly
technical.*

*You actually
know your stuff.*

***Don't be so
emotional.***

*She's hormonal.
She's difficult.*

Smile more.

*Be more
approachable.*

Let him explain.

Be more assertive.

**IT'S NOT THE
MOMENT.**

She's bossy.

*You're a little
intense.*

**Can you grab
the coffee?**

It was just a joke.

That's just how things are.

*You don't look like
a galvanizer.*

*You probably don't want to
get your hands dirty.*

Don't make it a thing.

*Give him the benefit
of the doubt.*

***You're too pretty
to be in this industry.***

*I assumed you were
the secretary.*

Is your husband here?

Pick your battles.



IT'S THE PATTERN

Moments Add Up

39%



Women report being interrupted or spoken over more than others at work.

81



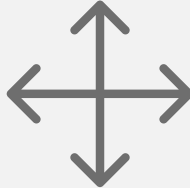
Women to every 100 men are promoted to manager.

38%



Women report having their judgment questioned in their area of expertise.

29%



C-Suite positions held by women despite making up 48% of entry-level employees.





WHAT WILL YOU SEE TOMORROW?



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