There are many factors leading to Wal-Mart’s ultimate problem of alleged gender discrimination, including denial, training, and improper documentation. Denial is one response of handling any diversity issue in which managers suggest success is solely determined by merit and performance (BOOK). For example, Jeff Gearhart, Executive Vice President and General Counsel for Wal-Mart, completely denies any gender discrimination. Jeff stated, “We do not believe the claims alleged by the six individuals who brought this suit are representative of the experiences of our female associates. Wal-Mart is an excellent place for women to work and fosters female leadership among our associates and in the larger business world (Politics).” However, statistics show women make up only 14 percent of store managers at Wal-Mart, suggesting the possibility of discrimination (Biz-MKT). So, as much as Jeff would like to think all of the Wal-Mart stores are complying with company policies, there may be some exceptions. Also, Jeff should be more concerned about such allegations and demand an investigation instead of denying any wrongdoing. Second, lack of training or improper training on the subject of discrimination can lead to such acts. By providing discrimination preventive training, managers can identify actions and words related to discrimination and prevent or discharge such events. Finally, a law firm prepared a report for Wal-Mart in 1995 and suggested potential gender discrimination “unless the company can demonstrate at trial that the statistical disparities are caused by legitimate, nondiscriminatory factors.” The firm recommended that Wal-Mart take some basic steps, including document applicants’ job preferences, post notice of all openings and training opportunities, establish promotion goals and timetables for women and minorities, and monitor progress, to address the problem (NewsInferno). In fact, Wal-Mart’s defense for the current case is that the inequalities between its male and female employees resulted from factors other than unlawful discrimination (Biz-Mkt). However, Wal-Mart does not have appropriate or complete documentation to support their defense according to the New York Times (NewsInferno).