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Advancing  
Asian Women in  
the Workplace:  
What Managers  
Need to Know



## **ABOUT CATALYST**

Catalyst is the leading research and advisory organization working to advance women in business, with offices in New York, San Jose, and Toronto. As an independent, not-for-profit membership organization, Catalyst uses a solutions-oriented approach that has earned the confidence of business leaders around the world. Catalyst conducts research on all aspects of women's career advancement and provides strategic and web-based consulting services on a global basis to help companies and firms advance women and build inclusive work environments. In addition, we honor exemplary business initiatives that promote women's leadership with our annual Catalyst Award. Catalyst is consistently ranked No. 1 among U.S. nonprofits focused on women's issues by The American Institute of Philanthropy.

**ADVANCING ASIAN WOMEN IN THE WORKPLACE:  
WHAT MANAGERS NEED TO KNOW**

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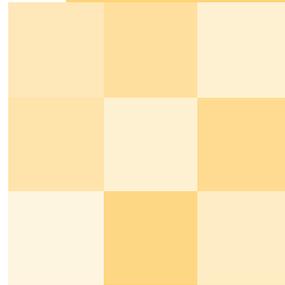
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## TABLE OF CONTENTS

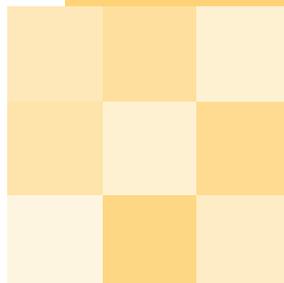


<b>Chapter 1: Introduction &amp; Key Findings</b>	<b>1</b>
<b>Chapter 2: Profile of Asian Women Respondents</b>	<b>6</b>
<b>Chapter 3: Professional Relationships &amp; Career Development</b>	<b>14</b>
<b>Chapter 4: Navigating the Work Environment</b>	<b>19</b>
<b>Chapter 5: Company Diversity Policies &amp; Programs for Asian Women</b>	<b>25</b>
<b>Chapter 6: Resources for Managers</b>	<b>30</b>
<b>Appendix</b>	<b>33</b>
<b>Acknowledgments</b>	<b>35</b>
<b>Also by Catalyst</b>	<b>36</b>
<b>Catalyst Board of Directors</b>	<b>37</b>

## CHAPTER 1: INTRODUCTION & KEY FINDINGS

### Introduction

Since 1997, Catalyst has released a continuous stream of research that sheds light on the career experiences of women of color in corporate management. Through widely-disseminated research reports, speaking engagements, events, and media interviews, we have raised corporate America's level of awareness of this issue.



But when Catalyst addresses groups or meets with corporate clients and members about issues relating to women of color, we find that companies and managers want more. We are frequently asked about the unique experiences of specific racial/ethnic groups that are included in the women-of-color category. In 1999, Catalyst's groundbreaking study, *Women of Color in Corporate Management: Opportunities and Barriers*,<sup>1</sup> revealed that the experiences of women of color in corporate America vary by racial/ethnic group. **The table below shows that, more specifically, Asian women are the most likely to have graduate education, but are the least likely to hold a position within three levels of the CEO, or have line or supervisory responsibilities. Also, Asian women are significantly less likely to be born in the United States compared to other women of color.**<sup>2</sup>

### Profile of Women-of-Color Respondents

#### Professional

Graduate Education	Within Three Reporting Levels of CEO	Supervisory Responsibilities	Line Positions
<ul style="list-style-type: none"> <li>African-American: 52%</li> <li>Asian-American: 59%</li> <lilatinas: 38%<="" li=""> </lilatinas:></ul>	<ul style="list-style-type: none"> <li>African-American: 13%</li> <li>Asian-American: 6%</li> <li>Latinas: 12%</li> </ul>	<ul style="list-style-type: none"> <li>African-American: 57%</li> <li>Asian-American: 41%</li> <li>Latinas: 58%</li> </ul>	<ul style="list-style-type: none"> <li>African-American: 27%</li> <li>Asian-American: 21%</li> <li>Latinas: 27%</li> </ul>

#### Personal

Marital Status: Married	Born in U.S.	Bilingual	Average Age
<ul style="list-style-type: none"> <li>African-American: 52%</li> <li>Asian-American: 70%</li> <li>Latinas: 65%</li> </ul>	<ul style="list-style-type: none"> <li>African-American: 95%</li> <li>Asian-American: 34%</li> <li>Latinas: 73%</li> </ul>	<ul style="list-style-type: none"> <li>African-American: 13%</li> <li>Asian-American: 77%</li> <li>Latinas: 78%</li> </ul>	<ul style="list-style-type: none"> <li>African-American: 40</li> <li>Asian-American: 38</li> <li>Latinas: 39</li> </ul>

#### Perceptual

Need to Adjust Style	Existence of Stereotypes	AA/EEO Helped with Recruitment
<ul style="list-style-type: none"> <li>African-American: 36%</li> <li>Asian-American: 25%</li> <li>Latinas: 20%</li> </ul>	<ul style="list-style-type: none"> <li>African-American: 56%</li> <li>Asian-American: 46%</li> <li>Latinas: 37%</li> </ul>	<ul style="list-style-type: none"> <li>African-American: 55%</li> <li>Asian-American: 30%</li> <li>Latinas: 43%</li> </ul>

Source: Catalyst, *Women of Color in Corporate Management: Opportunities and Barriers*, (1999).

<sup>1</sup> Catalyst, *Women of Color in Corporate Management: Opportunities and Barriers*, (1999).

<sup>2</sup> From this point forward, the term "Asian" is used to include any people of Asian descent who live and work in the United States.

Many companies have expressed interest in knowing more about the Asian workforce. In response to this need, Catalyst presents this report on Asian women in corporate management, and the strategies companies and managers need in order to take advantage of this information.

Our extensive knowledge about Asian women in the U.S. corporate workforce comes from many sources—our research projects; proprietary advisory services engagements; relationships with our member companies; relationships with senior Asian corporate advisors; and a wealth of quantitative and qualitative data. For this report, our quantitative findings come from 413 Asian women survey respondents. The qualitative findings are from 12 focus groups with entry- and mid-level Asians as well as in-depth interviews with senior Asian women. These respondents all participated in Catalyst's larger 1999 study, *Women of Color in Corporate Management: Opportunities and Barriers*. In sharing our knowledge about Asian women, as well as our recommended action steps, it is Catalyst's hope that we will help companies and managers recruit, retain, and advance this important segment of the workforce.

## Working with Asian Women: What Companies Need to Know

While there are preconceptions about Asians' significant progress and success in this country, their scant representation in influential leadership roles demonstrates that Asians face challenges to advancement much like other ethnic/racial minority groups.<sup>3</sup> For example, the percentage of corporate officers who are Asian women in the Fortune 500 was a miniscule 0.29 percent in 2002 (30 Asian women corporate officers out of a total of 10,092), up very slightly from their representation in 1999—0.26 percent.<sup>4</sup> Despite these small numbers at the top, Asian women represent an important and growing source of talent. The following steps outline the business case for focusing on this segment of the workforce.

### Tap a growing talent force.

- Women of Asian origin are one of the fastest growing groups of women in the U.S. labor force. Their total employment increased 46 percent—from 3.6 million in 1990 to 5.3 million in 2000 and is projected to increase another 42 percent to 7.5 million by 2010.<sup>5</sup>
- Overall, Asians and Pacific Islanders are a highly educated group. Forty-four percent of Asians and Pacific Islanders ages 25 and older have a bachelor's degree or higher, compared to 26 percent of the total U.S. population. Also, 16 percent of Asians and Pacific Islanders 25 years or older have an advanced degree (e.g., master's, Ph.D., M.D., or J.D.); the corresponding rate for all adults in this age group was 9 percent.<sup>6</sup>

<sup>3</sup> For a more complete discussion on the myth of the "model minority," see Ronald Takaki, *Strangers from a Different Shore*. Penguin Books, New York (1989): 474-484.

<sup>4</sup> Unpublished data collected for the 2002 Catalyst Census of Women Corporate Officers and Top Earners in the Fortune 500.

<sup>5</sup> Howard J. Fullerton, Jr. and Mirta Toosi, "Labor force projections to 2010: steady growth and changing composition," *Monthly Labor Review* (November 2001): 23.

<sup>6</sup> U.S. Census Bureau, "Educational Attainment in the United States: March 2002 Detailed Tables" (PPL-169).

## Recognize the value for global businesses.

- Bilingualism is a critical business skill. Of the top 15 most frequently spoken languages, nine languages have origins from Asian countries and are spoken by nearly 2 billion people.<sup>7</sup>
- “Biculturalism” is also an important business skill. Asian women who have experience in Asian countries and with Asian cultures can act as “connecting points” to other countries, which is crucial for global companies.
- Asian-based companies generated nearly \$3 trillion in revenue for fiscal year 2001, demonstrating their enormous financial influence.<sup>8</sup>

## Connect with a large and growing market.

- From 1990 to 2007, the nation’s Asian buying power is estimated to quadruple from \$117.6 billion in 1990 to \$454.9 billion in 2007. This rate of growth is substantially greater than the increases in buying power projected for whites (112 percent) and is second only to the projection for Hispanics.<sup>9</sup>
- American-based companies have invested millions of dollars to gain a share of Asians’ buying power.<sup>10</sup> Asian managers, particularly those at senior decision-making levels, can help businesses understand and target this growing market.

## What Managers Need to Know

### Learn how to work with a diverse workforce.

- As a manager, it is important for you to be aware of the diversity of the workforce. Differences within and among employee groups are valuable only when they are understood. Creating an inclusive work environment and leveraging the talent of all employees will come about only when differences in background, values, and expectations are recognized and can be accepted and affirmed.

### Gain insight into organizational behaviors.

- Learn about behaviors, on the individual and organizational levels, that support or hinder the career progress of Asian women.

### Learn specific steps for managing Asian women.

- Throughout the report, we make recommendations for specific actions that you as a manager can take to develop your female staff members with Asian backgrounds. We also provide a list of external resources for you and your staff members (e.g., diversity web sites; guides on workplace flexibility; a directory of Asian professional associations).

<sup>7</sup> *Ethnologue: Languages of the World*, 14th edition.

<sup>8</sup> “The International 500: Our annual survey of the 500 foreign corporations,” *Forbes*. (July 22, 2002): 122-160.

<sup>9</sup> Jeffrey M. Humphreys, “The Multicultural Economy 2002: Minority Buying Power in the New Century,” *Georgia Business and Economic Conditions*. Volume 62, Number 2 (Second Quarter 2002): 6.

<sup>10</sup> “Asia Rising,” *American Demographics* (July/August 2002): 38-43.

## Key Findings

The key findings from Catalyst's research on Asian women are listed below. Each chapter outlines findings in detail and provides relevant action steps for companies and managers. As a manager, it is important for you to understand and respond to each of these findings in order to tap the talent of this increasingly important segment of the workforce.

**Many differences influencing work and home were found between two groups of Asian women—the first group, defined as women who were born in the United States or immigrated in childhood and who speak only English at home, and the second group, women who immigrated as teenagers or adults and who speak a second language at home.<sup>11</sup>**

- Women in the first, or “More Acculturated,” group are less likely to be strongly connected to their racial/ethnic community; less likely to have elder care responsibilities; are more satisfied and feel more successful in their careers; and are more satisfied with their pay.
- Women in the second, or “Less Acculturated,” group are less likely to feel it is appropriate to challenge the way things are done in their workplaces and are less likely to report that diversity efforts have created a supportive climate. These women are more likely to report making adjustments to fit in and that other co-workers feel uncomfortable around Asian employees. The Less Acculturated group is also more likely to report a lack of mentors and networks as a barrier to advancement and is more likely to report having lower quality relationships with their managers.

*Please note:*

*There is great diversity among Asian women, with regard to national/regional origin, bilingualism, and age at immigration. For example, among this survey sample, there are seven national/regional origin groups represented, and only one-third are U.S.-born. It is often easy, when learning about a group's general characteristics, to generalize to other members of that group. But it is important to remember that there is individual diversity within subgroups, and there are many individual exceptions.*

**Asian women report the lack of key professional relationships as a major barrier to their career advancement.**

- The role of the manager in facilitating career advancement for Asian women becomes more important in the context of their lack of key relationships, including a lack of mentors.
- Women in the Less Acculturated group are more likely to experience the lack of a mentor/sponsor and informal networks compared to the More Acculturated.
- Some Asian women report having a positive relationship with their managers. However, fewer rate their managers highly on career development. Women in the lower Acculturated group report having lower quality relationships with their managers compared to the More Acculturated.

<sup>11</sup> Going forward, we define Asian women who were born in the United States or immigrated in childhood and who speak only English at home as “More Acculturated,” and women who immigrated as teenagers or adults and who speak a second language at home as “Less Acculturated.”

**Some cultural values reported by Asian women, learned in or reinforced by families, are at odds with successfully navigating American corporate culture.**

- Women in the Less Acculturated group are more likely to adhere to Asian cultural norms at their workplaces, such as not challenging the way things are done.
- Discomfort with self-promotion makes advancement problematic for Asian women in corporations, and the strong work ethic reported by many Asian women appears to limit networking opportunities.
- Stereotypes that others have of Asian women make it problematic for them to navigate the work environment. Some Asian women described how they are expected to fit a more narrow range of acceptable behavior compared to other groups.
- In addition to fitting a narrow range of styles, Asian women in general feel a pressure to change to fit in to their work environments. This is particularly true for women in the Less Acculturated group.

**Many Asian women feel overlooked by diversity programs and policies, perhaps due to the perception that Asians do not require specific diversity efforts. While many Asian women strive to maintain the importance of their cultural backgrounds, others try to fit in with the majority group and do not consider themselves in need of diversity efforts.**

- Women in the Less Acculturated group are particularly likely to feel overlooked by corporate diversity programs.
- Asian women respondents are less likely than the total women-of-color sample to report having benefited from company diversity programs.

## CHAPTER 2: PROFILE OF ASIAN WOMEN RESPONDENTS

### KEY FINDINGS

Many differences influencing work and home were found between two groups of Asian women—the first group, defined as women who were born in the United States or immigrated in childhood and who speak only English at home, and the second group, women who immigrated as teenagers or adults and who speak a second language at home.

Asian women are a fast-growing part of the population and of the workforce, they can be valuable to global business, and they provide connections to underserved markets. Understanding the diversity of Asian women in corporate management is a first step to leveraging the talent of this important segment of the workforce.

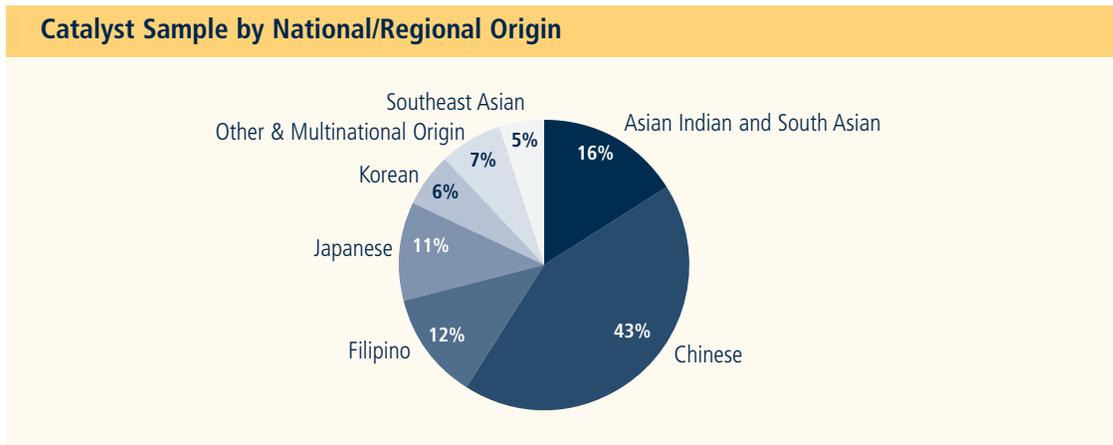
### Asian Women Survey Participants

- About three out of four Asian respondents are bilingual (77 percent). Twenty-three percent of the Asian participants speak English only.
- Immigrants dominate this group. Sixteen percent immigrated before the age of 12, 47 percent immigrated at age 12 or older, and about one-third of the respondents were born in the United States (34 percent).
- Fifty-nine percent have some graduate education.
- Slightly more than two-thirds of the sample (70 percent) are married and about one-half have children living at home.
- About two-thirds (70 percent) were raised in middle-class families.
- At the time of the survey, average age was 38, the organizational tenure averaged 11 years, and 41 percent had managerial responsibilities. Most were four to six levels below the CEO (59 percent), about one-third were seven or more levels below the CEO, and a small percentage (6 percent) were at the top, within three levels from the CEO. One out of five held a line position. The average compensation for Asian women was nearly \$73K and there were only slight salary differences by national/regional origin groups.<sup>12</sup>
- One-quarter of Asian women are in engineering or research and development (25 percent), which far exceeds the representation of other women of color in these occupations (9 percent).<sup>13</sup>

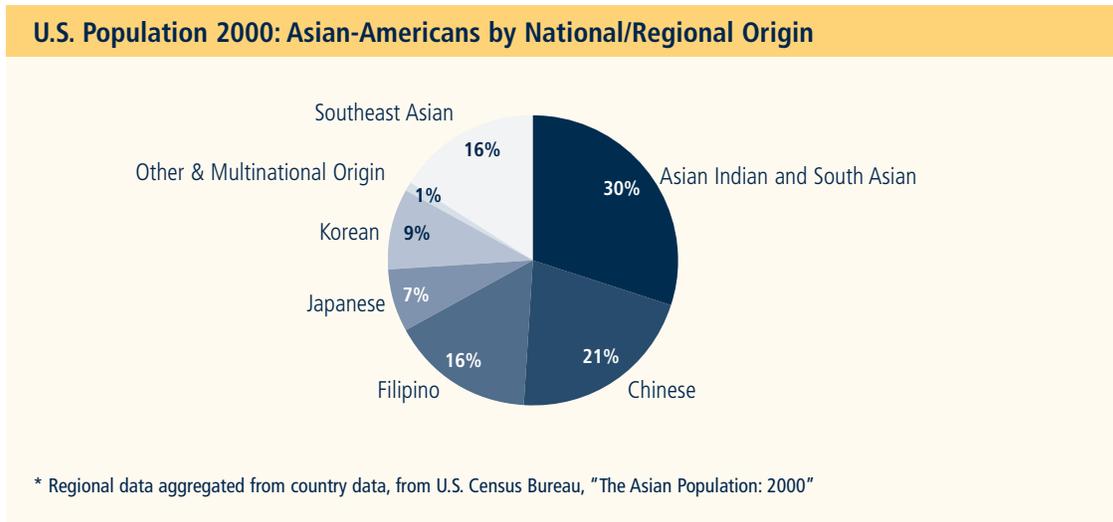
<sup>12</sup> For more detailed comparisons among national/regional origin groups, please see the Appendix on p. 33.

<sup>13</sup> As reported by the National Center for Education Statistics in *Digest of Education Statistics* (2001), Asian women earned 3.5% of technical degrees (including Math, Science, Engineering and Computer and Information Services degrees); this percent exceeds Asian women's representation in the U.S., which is 2.3%, as cited by U.S. Census Bureau, National Population Estimates, 2001.

The Catalyst survey sample included the following seven national/regional origin groups.



Statistics from the U.S. Census of the general population indicate that Asian Indian and South Asians are the largest Asian national/regional origin group, making up almost one-third of Asian Americans (see chart below). In this study's sample, people of Chinese descent are the largest group (43 percent), comprising almost one-half of the total survey sample. While our sample represents current managerial and professional Asians in corporations, the general population distribution represents the pool of potential employees.



## Comparison Groups for this Study

Catalyst found limited attitudinal differences by national/regional origin groups. However, our research did reveal meaningful differences by the respondents' immigration status and their bilingual facility.

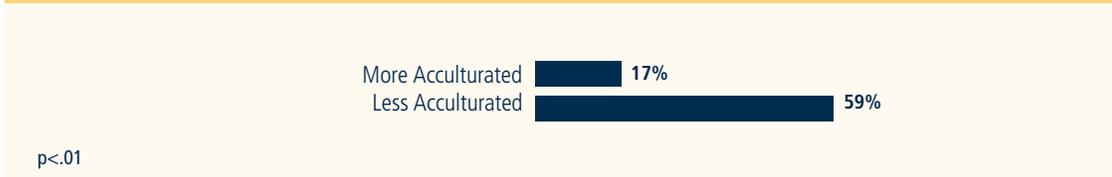
Immigration to the United States as a teenager or adult means that an individual has been socialized and has developed much of her value system outside of the United States. Thus, these women may differ from women who were born in the United States and even, to some extent, from those who immigrated as young children. As one focus group participant noted:

*"...There's just a huge divide between people who come from another place. And it's like we know something that they would never really know, no matter how many seminars. There's just a depth of experience, which going to a few seminars is not going to give them."*

To provide a fuller understanding of the diverse experiences of Asian women, Catalyst compared two groups who differ on the extent to which they incorporate their ethnic backgrounds into their daily lives. We identified the following groups of Asian women based on their immigration status and second language facility.<sup>14</sup>

- **More Acculturated**—Women who are U.S.-born or immigrated to the United States as young children (before 12 years of age). These women do not speak a second language at home.
- **Less Acculturated**—Women who immigrated as teenagers or adults and speak a second language at home. These women report a stronger connection to their racial/ethnic community.

### In My Life in General, I Am Strongly Connected to My Racial/Ethnic Community (Often/Always)



<sup>14</sup> This categorization scheme included 78% of the total sample. The remaining 22% are 1) women who are bilingual in the home and are U.S.-born or immigrated as a child or 2) immigrated as a teenager or adult, but do not speak a second language at home. These groups of women were excluded from additional analyses in order to highlight the comparisons between the extreme groups.

### Snapshot of Demographics for the More Acculturated and Less Acculturated Groups

In addition to differing on immigration status and second language facility, the Less Acculturated and More Acculturated groups also differ on personal demographics and professional roles.

#### Personal Background

- Four out of five women in the Less Acculturated group have middle-class or upper-class, white-collar backgrounds (80 percent), in contrast to 56 percent of the More Acculturated women.
- Women in the Less Acculturated group are more likely to have graduate education. Three out of four women in the Less Acculturated group have graduate education, compared to about one-half of the More Acculturated women (49 percent).

#### Professional Roles

- Despite greater educational attainment, the Less Acculturated are less likely to have managerial roles compared to the More Acculturated women (28 percent compared to 55 percent).
- The More Acculturated are far more likely to feel successful in their careers (81 percent) compared to the Less Acculturated (55 percent).

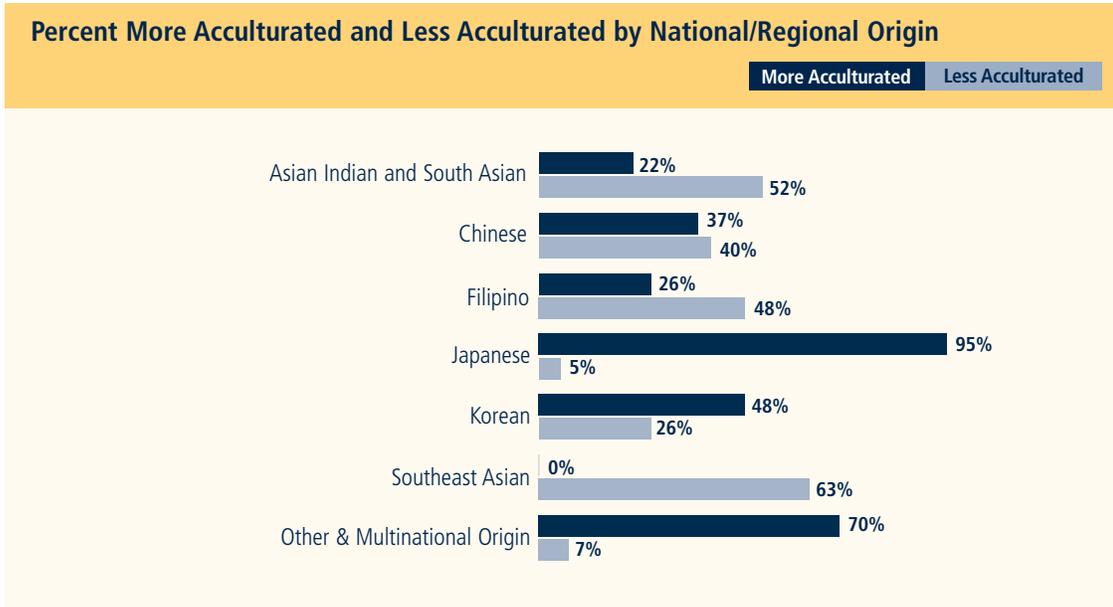
There were no differences between these groups on their average age, number of children younger than 18 living at home, average number of years in each job grade, or their reporting levels from the CEO.

### National/Regional Origin

Asian women of Japanese and Korean descent are more likely to be in the More Acculturated group.<sup>15</sup> In contrast, Asian Indian and South Asian, Filipino, and Southeast Asian women are more likely to be Less Acculturated. Chinese women are just as likely to be in the More Acculturated group (37 percent) as in the Less Acculturated group (40 percent).<sup>16</sup>

<sup>15</sup> This categorization scheme excluded 22% of the total sample; thus, the percentages for each national/regional group do not equal 100%.

<sup>16</sup> The sample sizes for each national origin group are small and vary. It is important to note that results by national/regional origin do not necessarily represent Asian women nationally.



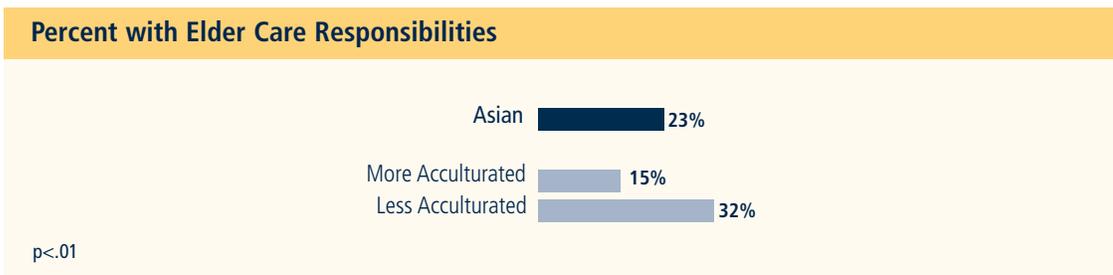
**Family Responsibilities/Elder Care**

Seventy percent of Asian women are married, and 48 percent report having children under 18 at home, which is comparable to Latina and African-American women in Catalyst’s larger sample. There are no significant differences between the More Acculturated and Less Acculturated groups.

Almost one out of four Asian respondents report having elder care responsibilities (23 percent), which is greater than the percentage of Latina women (20 percent) and African-American women (15 percent) with such responsibilities. One Asian woman respondent described her responsibilities:

*“My parents don't drive anymore, so on Saturdays, I take them grocery shopping and to do their out-ings. That's another reason why I really hate working Saturdays. That's the one day a week that I'm with my parents. So I don't know whether my white counterparts have the same thing. White parents are a little bit more independent than my family is.”*

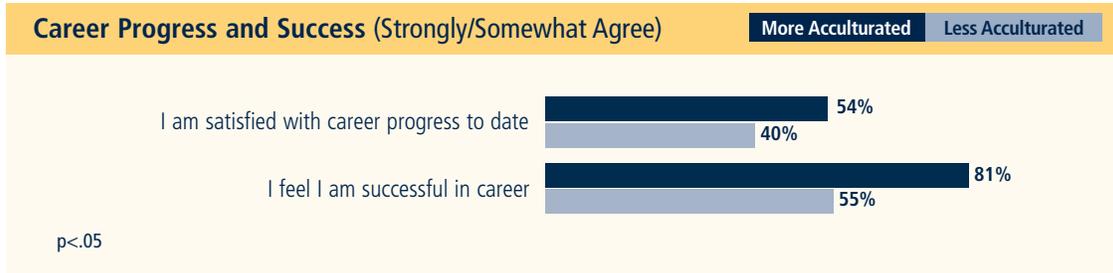
Women in the Less Acculturated group are far more likely to have elder care responsibilities.



### Career Outcomes

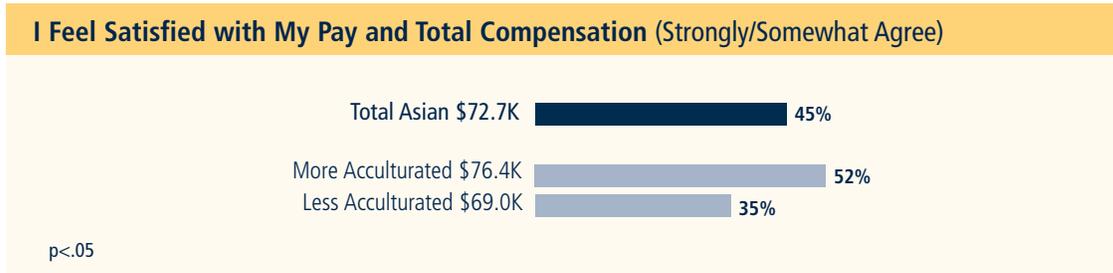
Like the Latina and African-American women in our larger sample, about one-half of Asian women respondents (47 percent) report satisfaction with their career progress to date, and one out of three Asian women respondents (34 percent) report satisfaction with opportunities for advancement within their organization.

The More Acculturated are more satisfied with their career progress and are more likely to feel successful compared to the Less Acculturated.



The average compensation for Asian women was nearly \$73K and there were insignificant differences by national/regional origin groups.

While the Less Acculturated group, on average, earns only slightly less than the More Acculturated, women in the Less Acculturated group are significantly less satisfied with their pay than the More Acculturated (35 percent compared to 52 percent).



## What Managers Can Do

The following recommendations will help you build a knowledge base about the experiences of Asian women in your organization, and highlight their importance to your business.

- Assess your organization and understand the demographics of your workforce. You can learn a lot from statistics about representation, recruitment, turnover, retention, and advancement of various employee groups. Statistics also show the size of the untapped talent pool in your organization. Your Human Resources department should have at least some of these measures and be able to share them with you.
- Make sure you and your staff understand the business case for recruiting, retaining, and advancing Asian women in the workforce. Brainstorm the links between your organization's goals, factors that influence the bottom line, and diversity. Then gather data to confirm and refine your business case.

### Asian Value Proposition at IBM

In 2000, the IBM Asian Task Force defined the Asian Value Proposition. The Value Proposition outlined why IBM should care about the attraction, retention, and development of Asian employees at IBM. This effort by the Task Force drove home a key point: While Asians comprise 4.5 percent of the U.S. population, they are 10.5 percent of the IBM population in the United States. That 10.5 percent represents one-third of IBM's Ph.D.'s and made a major contribution to IBM being the leader in attaining patents for the last nine years. Teams of IBM Asian executives met with 41 members of IBM's Worldwide Management Council, which is comprised of 50 principal IBM business unit and corporate executives who manage the company. Through these meetings, the strong business case for investing in efforts targeting Asians was made, and IBM leaders learned of the importance of developing a specific initiative to meet the needs of their growing diverse population.

- Be sure that you and your staff are aware of the diversity among Asian groups. Get to know each employee who reports to you as an individual. Try not to generalize about people as part of a group. This report, for example, discusses the large percentage of Asian women who speak a second language at home and immigrated to the United States as teenagers or adults. This report emphasizes how these women differ from other Asian women. Also, there is diversity within national/regional origin groups, and many individual exceptions. Your education can start with this report and the resource list found on pages 30-32.
- Work with employee leadership groups to communicate the accomplishments of talented employees; use company programs to create highly visible opportunities.

### Fannie Mae's Asian Network

The Asian Employee Network at Fannie Mae has been active for more than a decade. While the roots of this group began as a support mechanism for Asian employees, its focus has evolved into a network that helps to support Fannie Mae's community outreach initiatives and encourage and facilitate understanding of the Asian community to the organization. The network also hosts various events with both internal and external speakers on topics ranging from how to move within the organization to personal finance. Fannie Mae employees stay abreast of events and meetings—held onsite and supported with a budget from the Diversity Office—through the company-wide intranet. This year, during Asian/Pacific American Heritage month, Fannie Mae sponsored an "AsianFest," held onsite, where foods from various countries were featured, along with explanations of each dish and its country of origin. Evaluations were positive, and the Diversity Office hopes to recognize Asian Heritage month with other events in the coming years.

Asian women, like their Latina counterparts, often have elder care responsibilities. Responsibility for family care, including elder care, is a growing issue for employees. Employers need to address these concerns for all employees.

- Establish explicit expectations regarding performance and focus on work productivity rather than time in the office or the number of hours worked.
- Create an open dialogue with your employees. Make sure you understand how individual employees define "family," and use an inclusive definition when planning work-related social events. Work with Human Resources to ensure that policies and programs are available for extended-family-member dependents.
- Find out about your organization's benefits and programs designed to help employees manage family responsibilities (i.e., family leave, flexible arrangements, resource and referral programs, dependent care programs, employee assistance programs). Learn about the growing issue of elder care and offer support to help employees fulfill elder care responsibilities.

### Paid Time Off at WellPoint Health Networks Inc.

One way to ensure that employees can meet a range of family obligations, not restricted to traditional definitions of family, is to create a bank of days off that the employee may use for any reason. At WellPoint, the "paid time off" policy gives employees more flexibility in attending to family and other personal responsibilities. WellPoint evaluated its previous policy and eliminated several separate categories of time off (e.g., sick time, vacation, personal days). The company then instituted paid time off (PTO), which allows employees to accrue all of their hours off in one bank. Employees have the flexibility to use their banked days or hours in ways that fit their own needs.

## CHAPTER 3: PROFESSIONAL RELATIONSHIPS & CAREER DEVELOPMENT

### KEY FINDINGS

Asian women report the lack of key professional relationships as a major barrier to their career advancement.

The role of the manager in facilitating career advancement for Asian women becomes more important in the context of their lack of relationships. Asian women report that a mutual lack of comfort and familiarity between themselves and other coworkers is a hindrance to relationship development.

One woman talked about how a lack of common cultural knowledge was a barrier in forming relationships with others at work.

*"I feel as if people have a problem approaching me, that they feel they don't have enough in common to talk to me. They have a private joke or a private story that belongs to them, whereas I don't understand a lot of jokes or stories.... They talk about the typical American culture stories that you are not a part of. So soon enough or eventually you will feel like you're not in that mainstream, and you just try and avoid going to lunch with them, or they don't ask you to go to lunch with them as much."*

Some interactions with coworkers result in a lack of comfort for Asian women rather than overt exclusion. One woman discussed her coworkers' lack of familiarity with Asian names, and the resulting effect on her:

*"People usually shorten my name, Sze Yan to Sze. I hate that...because my name has a meaning and I also share the first part of my name, Sze, with all my siblings. Sze means poetry, and Yan has a happy connotation. So my full name means a lot to me. I know it's an American thing to just shorten any name, and so they just tend to do that without even asking. They just presume that yes, we can just call her Sze. I appreciate when people ask me how to pronounce it."*

### Key Relationships

Asian women report not having key relationships as a major barrier to their career advancement. This is especially true for the Less Acculturated group.

When asked to identify barriers to career advancement, Asian women report that they lack:

- Mentors (51 percent)
- Informal networks (50 percent)
- Role models of same race/ethnicity (27 percent)

Asian women are more likely than the total women of color in our larger sample to report the lack of informal networks as a barrier to advancement (50 percent vs. 40 percent). They are less likely than the total women-of-color sample to actually have a mentor (27 percent vs. 34 percent).

Women in the Less Acculturated group are more likely to lack a mentor/sponsor and access to informal networks compared to the More Acculturated.

Many women described how the lack of mentors, networks, and role models affects their careers:

*“One of the things we need to have to make it easier...to advance and learn about corporate culture is someone who you can identify with that has had some experience—a mentor. And I just don't see that mentors are that available, especially for Asian women.”*

*“I always feel like people who get promoted to management are kind of in-the-know somehow. They know the ropes. They know the way the company works. They understand about politics. I'm not exposed to that, which in a way is good. But in a way it's bad because then I don't know the ways of schmoozing people. I admit: I don't understand that. I think the big difference is that I don't see a lot of passive Asian males. It seems like maybe because they're male, maybe just because they've worked there, they're fairly aggressive, and they're fairly outspoken. A lot of people there are outspoken.”*

## Quality of Relationship with Manager

Some Asian women report having positive relationships with their managers. However, fewer rate their managers highly on career development.

Because many respondents report that they lack important professional relationships, managers have a central role in developing their direct reports and encouraging dialogue about the performance management systems and the criteria for advancement. While three out of four respondents agree that their managers are comfortable interacting with them (73 percent), fewer respondents rate their managers highly on career development, or dealing with organizational politics.

Quality of Relationship with Manager	Total Asian Women
Comfortable interacting with me	73%
Takes pride in my accomplishments	65%
Cares about my work satisfaction	58%
Strongly considers my goals	53%
Helps me to understand organizational politics	35%
Maps out clear developmental goals	33%

The only survey item concerning relationships with managers that yielded significant differences by national origin suggests that women with Indian and South Asian backgrounds are the most likely to have a manager with whom they map out clear development goals. One-third of the total Asian women report having a manager with whom they map out clear development goals (33 percent), in contrast to more than one-half of Indian and South Asian women (52 percent).

Indian women in our sample are also most likely to have upper- or middle-class backgrounds, and this may also have some influence on their relationships with others in the workplace. While some Indian women in our focus groups discussed the importance of humility, others talked about the influence of social class on interactions:

*“Coming from India, there is that sense that...you have people that work for you...it's a very hierarchical society... And I think people have felt that I do talk to them sometimes as though they were my servants.”*

The Less Acculturated group reports having lower quality relationships with their managers compared to the More Acculturated.



Interestingly, when Asian focus group participants discussed the positive relationships they had with others at work, they were most likely to mention their immediate managers rather than peers or other network members.

One woman had positive comments about her supervisors' collaborative style:

*“[My first manager is] just a wonderful guy to work with. Because he makes it sound like it's our problem. How are we going to solve it! Let's think; let's think! And you just feel like he'll do anything for you because he puts it in such a positive way, as opposed to: I need this tomorrow.”*

## What Managers Can Do

The following steps will help you develop your employees and improve relationships with your Asian women direct reports.

- Work with HR to create clearly articulated plans for long-term development.
- Establish explicit performance expectations and clearly communicate these criteria to your employees. They may include exposure to high-level individuals and high-visibility assignments.
- Develop relationships with your Asian women direct reports to include mapping out goals and assisting with navigating organizational politics. Evaluate job performance with a focus on results. Do not let your overall assessment of someone's performance be driven by how similar he/she is to you in style and background.

### **Harnessing High-Potential Talent at WellPoint Health Networks Inc.**

WellPoint Health Networks created the Human Resources Planning Program (HRP), a system that provides tools for employees, supervisors, human resources, and senior leaders to plan, monitor, and evaluate career development opportunities for employees at and above the director level. HRP includes quarterly reviews of employee ratings, promotions, attrition and hires, developmental opportunities, officer appointments, and assignments. Candid "challenge sessions" motivate supervisors to develop career paths for their employees, including those who may have been overlooked. Managers are responsible for completing the following performance review aspects: business objectives, behavioral objectives, competency ratings, summary of strengths and development needs, development plan, and overall rating. Both the individuals and supervisors can use HRP to identify development opportunities and training materials. Individuals also have the ability to review the competencies necessary at various levels in the company. If they have interest in other positions, employees can submit information about their work history, education credentials, language skills, experience at and outside of WellPoint, and ability to relocate. The company has found that HRP provides an orderly and efficient mechanism for succession planning.

### BP Diversity and Inclusion Performance Management System

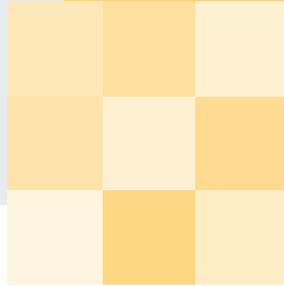
BP employs a four-fold strategy to sustain diversity. First, the company put measures into place to ensure that it was applying merit standards to all people equally. Second, it adjusted the selection and development processes. Third, the company began to adjust working practices and culture. Finally, BP set targets to ensure that the intent was meeting the right goals. The company casts as wide a net as possible to capture future leaders, offers them a broad suite of developmental opportunities, and ultimately, mirrors their global recruitment intake. In order to ensure progress, BP sets aspirations to increase the representation of women and people from outside the United States and UK in its leadership and across numerous levels of the business. Over a period of two years, the company has increased the number of women in its senior leadership ranks by 60 percent. Of the 45 executives who comprise the most senior leadership, five are women, compared to none four years ago. The highest-level executives at the company provide their support for this initiative, which is critical not only in implementing but also in using new programs to refine company practices.

- Look for daily opportunities to champion talented Asian women professionals. For example:
  - ◆ Showcase the qualifications of new Asian women staff members when you introduce them to others at work.
  - ◆ Avoid making negative statements about your staff members' ability or potential. Restrict any such negative feedback to your line of management or Human Resources.
  - ◆ If others make dismissive or disparaging remarks about your staff, immediately challenge them. If colleagues, or their subordinates, try to undermine a staff member's authority, do not allow it.
  
- Be an advocate for your talented employees.
  - ◆ Speak up during discussions on advancement, and advocate for employees who may be unnoticed.
  - ◆ Include Asian women on high-potential slates.
  - ◆ To create positive role models, suggest to HR that greater emphasis be placed on recruiting Asian women. Suggest that HR target Asian colleges/students, Asian professional associations, and Asian-based language media.
  - ◆ If your company has career or leadership development programs, advocate that high-performing Asian women participate. Not only will they benefit from learning the content of the program, they may have the opportunities to establish ties with high-profile others.

## CHAPTER 4: NAVIGATING THE WORK ENVIRONMENT

### KEY FINDINGS

Some cultural values reported by Asian women, learned in or reinforced by families, are at odds with successfully navigating American corporate culture.



Many Asian women in this study are not in visible enough positions to move ahead. There is a disconnect for many between what is rewarded by management, and their work ethics and personal values. Many know that gaining visibility and exposure are required to move ahead, but doing so is contradictory to their values. In addition, stereotyping of Asian women by others in the workplace, and lack of acceptance of different styles, limits their navigation of corporate culture.

#### Workplace Context: Adhering to Cultural Norms

Women in the Less Acculturated group are more likely to adhere to Asian cultural norms at their workplaces, such as not challenging the way things are done.

#### Appropriate to Challenge the Way Things Are Done (Strongly/Somewhat Agree)



Asian culture, including Asian business culture, appears to encourage respect for authority and discourage self-assertion and self-promotion.

*"[Because of] how I grew up, I found it difficult initially to speak my mind, and I had to really discipline myself to express my opinions. That was not the way I was brought up. That was difficult for me initially as I started my career. I found that I have to consciously be more assertive."*

*"Asian women even in the family are always the sacrificers. I have to stop myself from sacrificing something that I might want or might put me in a better position, to give it to somebody else. I really have to fight that one; I have to be very conscious of it."*

Some women spoke explicitly about differences they perceive between Asian and American business cultures.

*"[In the American culture], there is a lot of questioning and challenging...so whether you are [a senior executive]—it doesn't matter. Whereas, in the Asian cultures, if it came from [a senior executive], then they'll go do it. Asian women who come to the U.S. get frustrated that we have all these meetings.... In Asia, the meeting is how to implement...whereas here there is a lot of talk before any action really gets done."*

### **Self-Promotion**

Discomfort with self-promotion makes advancement difficult for Asian women. Many respondents shared their lack of comfort with communicating their accomplishments to those who evaluate their potential for advancement. Many realize that this lack of comfort limits their exposure and promotability, as exemplified by the following quote:

*"Basically, we don't advance because we don't ask for what we deserve. I get so embarrassed begging. For me it's like begging. It's your pride."*

Some women also see a difference in personal humility between the two cultures:

*"You are talking about two different cultures here. In the Asian culture, being humble is to be admired, and in America, humility is unheard of. You do something good and you speak out, and then you want the world to know."*

### **Limited Networking Opportunities**

The strong work ethic reported by many Asian women appears to limit networking opportunities. Some see conflicts between their perceptions of work and the behavior of others at their companies:

*"There's a lot of gossiping going on.... Sometimes [I] feel like we're there to work and they have nothing better to do but just gossip. There's 'How was your weekend,' or whatever. It's totally irrelevant to the job and I've seen too much of it. The way I was raised was, I come to work and I'm expected to work."*

*"[Your] boss does not know that you get a lot of work done. They never recognize the person at the cube working and getting the work done."*

Many Asian women feel that hard work alone is not rewarded, and recognize the importance of being part of an in-group in the work environment.

*"When you're not in that group, you don't have that backbone to fall back on. So if you make a mistake...you know that they're going to talk about it. If you are in that clique, you make a mistake and then somebody's talking about that and you know that one of your friends would say, 'Well it's just one incident,' or 'It just happened because of this and that.' But if you are out of that group, you make that mistake and...you become the enemy for them to be a stronger group against. That is a big disadvantage for a foreign woman or minority woman who cannot see herself as a player or a part of that clique."*

### Countering Stereotypes

Stereotypes that others have of Asian women make it problematic for them to navigate the work environment. Many Asian women feel they must overcome stereotypes in order to form successful relationships. Asian women are often stereotyped as passive.

*"The perception is that we won't be as assertive, that we are more passive. So if you do become assertive, it's almost a wrong thing for you to do. They don't know how to handle it. But if you're passive, then you're not arguing your point, you don't have the passion needed to do your job."*

Some stereotypes assume a limited language facility, as exemplified by the following quote:

*"They don't care even if they insult you. One time my manager said, 'You don't have an accent at all' or something like that, like you speak English very well. He'd known me before, and it's annoying. I don't need him to tell me that. It's like he gave me a compliment—it's condescending."*

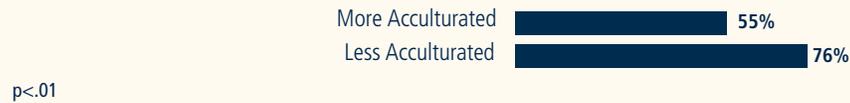
Perhaps as an outgrowth of stereotypes, some Asian women described how they are expected to fit a more narrow range of acceptable behavior compared to other groups.

*"The European accents are loved. There was a guy who has a Scottish accent, or a Welsh accent; he's difficult to understand sometimes. But they're like, 'Oh, that's such a neat accent.' You know? The European accents are neat. The Asian accents are 'Aw, they can't speak English. You can't understand them.'"*

*"I have colored hair, and my friend is Asian and she has colored hair, and she said someone went out and asked her, 'Are you guys trying to be more white?' It's like your hair was so pretty when it was black. And it was like you just came out of what they imagined you to be, or what they thought you should be. It's this underlying issue."*

In addition to fitting a narrow range of styles, Asian women in general feel a pressure to change to fit in to their work environments. This is particularly true for Less Acculturated respondents, who face greater pressures to make many adjustments to fit compared to the More Acculturated.

### To Fit in, Women of My Racial/Ethnic Group Must Make Many Adjustments



As discussed in Chapter 1, the Less Acculturated group in this study includes Asian women who immigrated to the United States as teenagers or adults. As the following quote illustrates, their immigration experiences affect their adaptation to the work environment:

*“When I came here, I had nothing. I had nobody and had no money. I knew that I had to do something, to change something in me. I knew my image had to be totally changed. That I need to do those things that are so hard for me to do, like looking people in the eye. Like shaking people's hands. Not afraid of the closeness, because this culture is like this. The way to speak as if you are confident, even though you're not.”*

## What Managers Can Do

The following steps will help facilitate the cultivation of important relationships, and combat stereotyping about Asian women in your organization.

- Encourage differences in behavioral and work style from all your employees. At the same time, serve as a coach and develop your Asian direct reports to more effectively communicate their work accomplishments. Foster an environment where “straight talk” and more direct communication is invited.
- Broaden the range of role models within your organization. For example, invite guest speakers from diverse backgrounds, including those with Asian backgrounds and/or with noticeable accents.
- Educate your staff and others in the workforce about the “cultural nimbleness” of those who are familiar with different cultures.
  - ◆ Stress the benefits to global as well as domestic businesses.
  - ◆ Recognize that facility in a second language is an advantage in a global economy. Educate your staff that accents are not to be equated with poor communication. Also, keep in mind that not all Asian women have close connections with other cultures, as there are individual differences within groups.

### Texas Instruments' Diversity Network

At Texas Instruments, the Diversity Network is comprised of 13 different types of initiatives, each representing various national origin groups, race, gender, sexual orientation, and disability. Five of these national origin groups are Asian and include the Chinese, Korean, Indian, Bangladeshi, and Vietnamese Initiatives, and a Japanese Initiative will be implemented soon. Each supports the fostering of a diverse culture and community at the company. For example, the Chinese Initiative has created an intranet site accessible to all TI staff where employees can inquire about various regions in China when traveling there for business. The site then provides the name and contact information of TI employees who can provide further guidance on conducting business in that region. Additionally, these initiatives provide visibility for its members to top managers and senior leaders, including the CEO, and they foster a base for networking and developing an inclusive environment. For example, Tech. Ladder, a mentoring tool, matches initiative members with senior people. This annual matching process serves to move employees up through the ranks. Initiative members and TI leaders have found that the Diversity Network has met the needs of their growing diverse workforce, while leveraging members' knowledge and background to improve the way business is done.

- Seek out an Asian woman mentee or mentor. Use a common interest as a way to connect to potential mentees or mentors whose backgrounds differ from your own. Identify an Asian woman employee and encourage your own colleague to serve as her mentor.
- Help Asian women build internal and external networks. If your company has employee networks or affinity groups relevant to Asian employees, encourage your staff members to join. Find out ways you can get involved as an advisor or sponsor of the employee network. Also, sponsor Asian women to become involved in professional associations. Professional associations can serve as a forum for members to learn about common experiences across different companies.

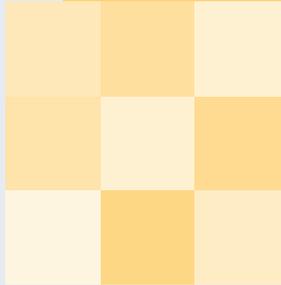
### AT&T's 4A

What initially began as a small segment empowerment group at AT&T in 1978, 4A (Asian/Pacific American Association for Advancement) has grown into an independent nonprofit organization serving chapters all over the country with 1,000-plus members and more than 10 chapters in four companies. 4A's mission is to provide education and tools to its members; increase diversity awareness within the corporation and the community; and exert greater influence on issues that affect the Asian population. For example, 4A hosts educational seminars on topics such as networking, assertiveness training, and career planning, which are open to and attended by employees of diverse ethnic/racial backgrounds. 4A members have the opportunity to interact with senior-level managers through a mentoring program that 4A coordinates, providing opportunities for members to discuss 4A's mission with various senior-level employees. Also, leaders have found that 4A serves a crucial function in the companies' marketing and sales efforts in the Asian community.

## KEY FINDINGS

Many Asian women feel overlooked by diversity programs and policies, perhaps due to the perception that Asians do not require specific diversity efforts. While many Asian women strive to maintain the importance of their cultural backgrounds, others try to fit in with the majority group and do not consider themselves in need of diversity efforts.

## CHAPTER 5: COMPANY DIVERSITY POLICIES & PROGRAMS FOR ASIAN WOMEN



Diversity experts contend that work environments that do not require strict adherence to narrow behavioral norms, and that allow members to create their own approaches to work, are more suitable for diverse workgroups. An important feature of open work environments is that they do not require women of color to make extensive adjustments to fit in. As described in Chapter 4, many Asian women, especially those in the Less Acculturated group, do not initially experience a comfortable fit with their work environments. If you can help make your work environment more open to differences for all employees, you will be more successful at retaining and developing talented Asian women.

### Identification with Race/Ethnic Group

One woman with a strong connection to her ethnic group described the conflict between being both Asian and American.

*"I think the whole idea about being American is white. One of the things that is typical of Asians is we look so different; it's very difficult for you to be called American. It's always American Japanese or American Asian. A French person or a Scottish person...within a generation (becomes) American. But I don't want to be known just as American. I want to include Japanese American. I have a strong ethnic identity, and I don't want to lose that."*

Some Asian women report not having a strong connection to their ethnic culture, but rather to the American one.

Some women were encouraged by their families to assimilate.

*"I see myself just as a woman because I was born here and immediately my parents wanted me to assimilate."*

*"We wanted to be just part of the society, part of the atmosphere instead of (pointing) out our differences. If your family was here before World War II and people that stayed after World War II—especially if you were Asian or Japanese—you worked hard at not drawing attention to the fact that you were Japanese. And so we had this high assimilation.... One person said to me one time they did not realize I was a minority. I think a lot of times they don't think of Asians as a minority."*

Some women feel that living in American culture and society naturally leads to assimilation.

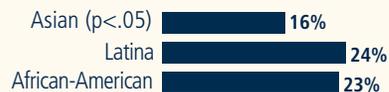
*"I feel that I'm very Americanized. And for good or bad, that is what happens. Now I can see other Asians, the ones that have been here just a few years, and I can identify with their desire to maintain their own culture and to try and just work in this society with what they've been brought up with. But I personally don't have that need."*

### Perceptions of Diversity Policies

Companies' diversity approaches are not perceived as effective by Asian women, because many Asian women perceive that their group is not targeted by diversity policies. For example, only 9 percent of Asian women feel that members of their racial/ethnic group have benefited from their company's diversity programs. This is particularly true for Asian women in the Less Acculturated group.

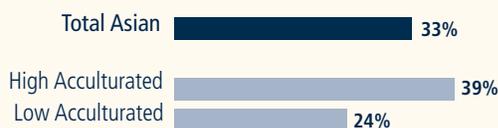
Asian respondents are also less likely than Latina and African-American women to favorably rate senior management's demonstration of their commitment to diversity.

### Senior Management Demonstrates Commitment to Diversity by Placing Women of Racial/Ethnic Group in Senior Leadership Positions (Strongly/Somewhat Agree)



The Less Acculturated are less likely than the More Acculturated to agree that diversity efforts create a climate that is supportive for Asian women, indicating the greater lack of fit experienced by these women who are more "different" by virtue of having immigrated later in life and speaking a second language at home.

**Diversity Efforts at My Company Have Created a Climate Supportive for Women of My Racial/Ethnic Group (Strongly/Somewhat Agree)**



The lack of diversity efforts targeted to women of color with Asian backgrounds resonates with many. Some women report that their organizations do not acknowledge their identities as Asian women. A focus group participant who indicated she is Filipino shared the following:

*“My maiden name is [Rodriguez], so when I got hired, my manager said ‘Mind if I hire you as Hispanic?’ I said, ‘Just hire me. I don’t care what classification.’ So up to now, I’m still a Hispanic.”*

Other Asian women believed that they were overlooked by diversity programs in comparison with African-American and Hispanic women:

*“There are programs for Hispanics and for black females. And there is focus on that and making sure that there is at senior management level some representation based on that population. But if I look at the Asian female—and it doesn’t matter whether it’s Indian or Chinese or Japanese—there is no representation. You bring those issues out over and over again, but in the several years that I’ve been bringing it up, I have not seen anything being changed saying let’s try to give Asian females the equal benefits that we’re giving to blacks and Hispanics.”*

While many women seem to desire more inclusive corporate diversity efforts for Asian women, a small group of women discussed discomfort with minority status.

*“Someone said, ‘I’m sure you were hired because you’re Asian.’ I was really upset. I have a high degree; I’m totally qualified. So if I’m Asian, that’s another qualification, maybe. It just wasn’t a good feeling to think that you were hired because of your background.”*

## What Managers Can Do

Many Asian women report that diversity efforts do not target their racial/ethnic group. The recommendations in Chapter 2 of this report will help you build a knowledge base about the Asian population at your company. Begin with an assessment of your organization to understand the demographics of your workforce. This assessment will help you and your staff understand the business case for recruiting, retaining, and advancing Asian women in the workforce.

### Asian Constituency at IBM

In trying to meet the needs of its diverse Asian population, IBM created the Asian Executive Task Force, which is one of eight task forces that represent different constituencies within the company. Since its inception in 1995, the Asian Executive Task Force has focused on creating and maintaining an IBM culture and environment in which Asians feel welcomed and valued, maximizing their career potential and aspirations, and developing relationships with the Asian marketplace. Programs that address these issues include a Quarterly Skills Conference Call, with topics such as mentoring, career development, and the art of small talk; a mentoring program specifically targeting Asian employees, and Diversity Network Groups for Asian employees. The Task Force is also involved in networking and leadership building programs. Specifically, the Task Force partners with LEAP's (Leadership Education for Asian Pacifics, Inc.) Leadership Development Program to allow Asian employees at IBM the opportunity for growth, leadership building, and networking. In total, approximately 100 to 150 employees per year participate in this five-day residential program. IBM has received feedback from LEAP attendees that the program provides employees with the opportunity to feel comfortable with their own cultural values and build skills for success in the business world.

At many organizations, diversity initiatives may be perceived as ineffective because individual managers do not implement them well. The extent to which a work environment is inclusive, and employees do not have to conform to narrow styles, can be greatly affected by individual managers. The following steps will help you become a "champion" for diversity and inclusiveness.

- Participate in a formal diversity effort (i.e., Diversity Council, Diversity Task Force, or Employee Networks).
- Communicate clear and frequent messages about your commitment to diversity through one-on-one and small group conversations, speeches, newsletters, or memos.
- Link diversity to business issues whenever possible.
- Convene or participate in brainstorming sessions with your team or your peers to identify more concrete steps that you can take to level the playing field.
- Take advantage of existing diversity training programs that your company offers.

## General Diversity Training at Northern Trust

Northern Trust requires general diversity training for all employees through an eight-hour program called *Diversity at Work* for non-managers, and a 12-hour program, *Managing Diversity at Work*, for managers. First implemented in 1993, the training grew out of an internal environmental assessment that captured the perspectives of women and people of color then at the firm, as well as those who had left. Through this assessment, the company learned that rather than overt racism or sexism, the problem was more the subtle, unconscious behaviors engaged in by people who were unaware of the impact of their behavior on others. The resulting training is led by volunteers who are employed throughout the bank. Content includes an inclusion/exclusion activity; discussions of how behaviors impact the workplace and the business; steps for how to become self-aware; and sharing personal prejudices in small groups. The program has received positive response through course evaluations, anecdotal feedback, and an employee survey.

- Address the resistance that often results from the launch of diversity efforts. Backlash typically emerges when majority groups fear they will have fewer opportunities if another group gains opportunities. Often it is the perception of scarcity, rather than the reality, that drives such opposition. Use facts to counter resistance (refer to Catalyst's *Making Change* book, "Tackling Resistance to Diversity Efforts").
  - ◆ In one client engagement, Catalyst found that male employees believed that the company unfairly favored women and people of color for promotions. Yet when Catalyst analyzed the HR data, it turned out that women and minorities actually received fewer promotions, relative to their representation, than their white male counterparts. The facts countered the myth and alerted the organization to a pattern of inequality.
- Understand the exclusionary effects of subtle messages and behaviors.

## Addressing Micro-Inequities at JPMorgan Chase

JPMorgan Chase partnered with key academic institutions and consulting partners to develop a program called "Micro-Inequities: The Power of Small," a leadership initiative that focuses on the impact of "micro-messages" in the workplace. Its premise is that each of us sends thousands of powerful, yet subtle, messages to our colleagues every day that have a strong impact in shaping others' abilities to perform at the top of their game. These micro-messages can be as subtle as a supportive head nod, a disapproving head turn, a casual wink of encouragement, or a blank look of indifference. When a manager communicates different messages to different people based on race, gender, sexual orientation, or organizational level, these messages can affect things such as productivity, morale, and turnover. Participants in this program learn strategies for how to become aware of, discuss, address, and prevent micro-inequities, as well as ways to use positive micro-messages to drive performance.

## CHAPTER 6: RESOURCES FOR MANAGERS

### Web Sites for General Diversity Information

**The Diversity Factor**, a quarterly electronic journal, offers a perspective on a broad range of issues to those interested and involved in diversity initiatives and programs. Readers and authors include diversity practitioners, academicians, consultants, community leaders, change agents, and business executives.

<http://diversityfactor.rutgers.edu> or [www.eyca.com](http://www.eyca.com)

**DiversityInc** publishes both *DiversityInc*, the magazine, and [www.DiversityInc.com](http://www.DiversityInc.com). These sources provide managerial-level information on the business benefits of diversity. There are regular features on diversity management, best practices, recruitment and retention, leadership, legal issues, and more. Original content is published every business day, available to paying subscribers, and DiversityInc sends a free e-mail newsletter to 60,000 people.

### Journals and Magazines

#### Asian Diversity (AD) Magazine

Written weekly, this online magazine targets working Asian Americans. Each issue reports on the latest corporate news, as well as listing organizations, mentoring networks, conferences, and events that support the population.

[www.asiandiversity.com/index.htm](http://www.asiandiversity.com/index.htm)

#### Asian American Village Online

This online magazine written for Asian-Americans has all the news stories associated with this group. There are many links to professional information on topics such as leadership, training, and diversity employers.

[www.imdiversity.com/villages/asian/village\\_asian\\_american.asp](http://www.imdiversity.com/villages/asian/village_asian_american.asp)

#### Asian Enterprise (AE)

Published monthly, AE is the largest circulated Asian Pacific American business publication in North America. It provides important information to a growing number of Asian Pacific American entrepreneurs on a range of topics.

[www.asianenterprise.com](http://www.asianenterprise.com)

## **Web Sites for Professional Associations and Organizations**

### **Asian Women in Business**

[www.awib.org](http://www.awib.org)

### **Asian Professional Extension, Inc.**

[www.apex-ny.org](http://www.apex-ny.org)

### **South Asian American Leaders of Tomorrow (SAALT)**

[www.saalt.org](http://www.saalt.org)

### **Asian American Journalists Association**

[www.aaja.org](http://www.aaja.org)

### **Federal Asian Pacific American Council**

[www.fapac.org/f1](http://www.fapac.org/f1)

### **Organization of Chinese Americans**

[www.ocanatl.org](http://www.ocanatl.org)

### **The National Association of Asian American Professionals**

[www.naaap.org](http://www.naaap.org)

### **National Asian Pacific American Bar Association**

[www.napaba.org](http://www.napaba.org)

## **Elder Care Resources**

### **American Association of Retired Persons (AARP)**

[www.aarp.org](http://www.aarp.org)

### **American Society on Aging (ASA)**

[www.asaging.org](http://www.asaging.org)

## **Flexible Work Arrangements Resources**

**Boston College Center for Work and Family**, [www.bc.edu/cwf](http://www.bc.edu/cwf)

Begin searching the Internet for work/life resources at this research organization's comprehensive web site. It provides certification and training in work-family issues, access to the Sloan Foundation's electronic network of work-family research, and links to many other work-family sites on the Internet.

**Families and Work Institute**, [www.familiesandworkinst.org](http://www.familiesandworkinst.org)

The Families and Work Institute is a national nonprofit research, strategic planning, and consulting organization focused on the changing workforce and change in family and personal lives.

## **Web Sites for Asian-American Information/Resources**

**U.S. Department of State International Information Programs**

<http://usinfo.state.gov/usa/race/diversity/divlinks.htm#asian>

**Asian American Net**

[www.asianamerican.net/org\\_main.html](http://www.asianamerican.net/org_main.html)

**Asian American Federation of New York**

[www.aafny.org/default.asp](http://www.aafny.org/default.asp)

**Association of Asian Pacific Community Health Organizations (AAPCHO)**

[www.aapcho.org](http://www.aapcho.org)

**Asia Source**

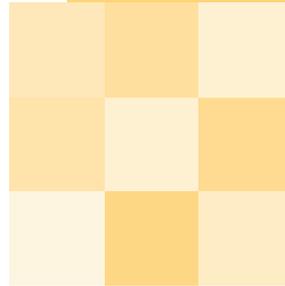
[www.asiasource.org/asianamerica/index.cfm](http://www.asiasource.org/asianamerica/index.cfm)

## APPENDIX

### Profiles by National Origin

#### Asian Indian and South Asian

- 92% are bilingual
- 84% were born outside U.S.
- 75% have some graduate education or graduate degree
- 91% had middle- or upper-class, white-collar backgrounds



#### Chinese

- 84% are bilingual
- 66% were born outside U.S.
- 63% have some graduate education or graduate degree
- 63% had middle- or upper-class, white-collar backgrounds

#### Filipino

- 84% are bilingual
- 82% were born outside U.S.
- 54% have some graduate education or graduate degree
- 70% had middle- or upper-class, white-collar backgrounds

#### Japanese

- 30% are bilingual
- 16% were born outside U.S.
- 42% have some graduate education or graduate degree
- 49% had middle- or upper-class, white-collar backgrounds

#### Korean

- 87% are bilingual
- 83% were born outside U.S.
- 61% have some graduate education or graduate degree
- 57% had middle- or upper-class, white-collar backgrounds

**Southeast Asia**

- 100% are bilingual
- 100% were born outside U.S.
- 65% have some graduate education or graduate degree
- 79% had a middle- or upper-class, white-collar background

**Other & Multinational Origin**

This diverse group of Asians represents 7 percent of our total sample. These respondents self-identified as Asian, but did not self-identify with the national origins above. Many women cited two or more national origin groups (e.g., Filipino and Japanese)

- 43% are bilingual
- 70% were born outside U.S.
- 39% have some graduate education or graduate degree
- 39% had middle- or upper-class, white-collar backgrounds

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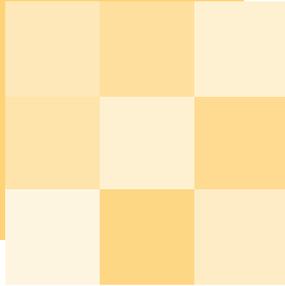
Many thanks to our sponsor, McDonald's Corporation. We are also grateful to those companies that contributed best-practice examples to the report: Fannie Mae; IBM Corporation; WellPoint Health Networks Inc.; AT&T; Texas Instruments; JPMorgan Chase & Co.; The Northern Trust Company; and BP p.l.c.

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Catalyst's landmark, multiphase studies on the impact of racial and ethnic status on opportunities and barriers for women of color in corporate management has resulted in the publication of the following reports. Order your copies at [www.catalystwomen.org](http://www.catalystwomen.org).



#### **Advancing Latinas in the Workplace: What Managers Need to Know (2003)**

Catalyst presents this report on Latinas in corporate management, and the strategies companies and managers need to take advantage of this information. Quantitative findings come from 342 Latina survey respondents and the qualitative findings are from 13 Latina focus groups with entry- and mid-level Latinas, as well as in-depth interviews with senior Latinas.

#### **Making Change: Moving Women of Color Up the Ladder (2002)**

Organizations that strive for inclusion need managers who support and affirm their commitment to diversity. This publication outlines the steps needed to advance women of color by addressing the following questions: How are the experiences of women of color unique? What challenges do women of color face? What can managers do?

#### **Women of Color in Corporate Management: A Statistical Picture (1997)**

An analysis of occupational and demographic information for women of color in managerial/administrative jobs as defined by the U.S. Census and as compared with white men, white women, and people of color. This report provides a quantitative framework for subsequent survey analysis by Catalyst.

#### **Women of Color in Corporate Management: Dynamics of Career Advancement (1998)**

An exploration of the dynamics behind the current status of women of color in management from the women's own perspectives, this report includes descriptions of success factors, barriers, advancement opportunities, and the role of affirmative action in the career development of women-of-color managers and professionals.

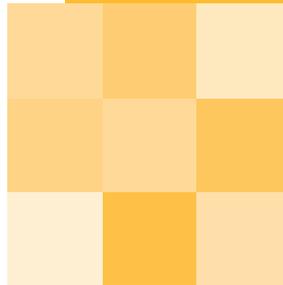
#### **Women of Color in Corporate Management: Opportunities and Barriers (1999)**

This report provides companies with an in-depth overview of the findings from Catalyst's three-year project. It includes strategies for better recruiting, advancing, and retaining women-of-color managers and professionals.

#### **Women of Color Executives: Their Voices, Their Journeys (2000)**

This reports tracks the careers of six women-of-color executives, including an analysis of interviews with 35 women of color, and provides recommendations for companies.

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