

UNWRITTEN RULES:

Why Doing a Good Job Might Not Be Enough

EUROPE

APPENDIX

Sample and Methodology

SURVEY PROCEDURE

The data for this research were collected through a confidential online questionnaire that addressed the following:

- Questions about participants' current work situation such as years of experience and hours worked per week
- Behaviors and strategies that are helpful to advance in the workplace, where participants were asked to rate the importance of each behavior, the extent to which they had used it in the past, and which behaviors they wish they had known about from the very beginning of their career
- Individual skills and characteristics that can help employees advance in the participant's organization or field of work
- Strategies participants used to learn about unwritten rules to advancement, both throughout their career and in their current organization
- Questions about the participant's current organization and job position.
- Questions about the participant's demographic background

RESPONDENT PROFILES

Study participants were recruited from a variety of settings, including Catalyst member organizations and other professional networks. Snowball sampling (i.e., referrals from initial respondents and participating companies) was employed to recruit additional participants.

For the purpose of *Unwritten Rules: Why Doing a Good Job May Not Be Enough* | Europe only,

participants who reported working in continental Europe or in the United Kingdom were selected for the analyses.¹ Geographically, the European sample included 57 percent (N=115) who reported working in continental Europe and 43 percent (N=86) participants who reported working in the United Kingdom.²

Of those who provided gender information (N=199), 55 percent (N=109) were women and 45 percent (N=90) were men (see Table 1). Among those participants who reported their race/ethnicity (N=194), 90 percent (N=174) identified as white, and the remaining 10 percent (N=20) identified as Asian (N=6), black (N=2), Latino/a (N=1), multiracial (N=3), and "Other" (N=7).³ Participants' ages ranged from 25 to 59, with an average age of 38 years.

TABLE 1
RESPONDENTS' GENDER AND
EDUCATION LEVEL

Gender N=199		Education Level N=187	
Gender	Count (%)	Level	Count (%)
Women	109 (55%)	Doctoral/ Professional Degree	12 (6%)
Men	90 (45%)	Masters	93 (50%)
		Some Graduate Work	4 (2%)
		College Degree	62 (33%)
		Associate Degree/ Some College	12 (6%)
		High School Diploma	4 (2%)

1. See full report for analyses conducted with participants from other regions, *Unwritten Rules: Why Doing a Good Job Might Not Be Enough* (Laura Sabattini and Sarah Dinolfo, Catalyst, 2010).

2. The European sub-sample represented 35 percent of the full sample of respondents who reported their location (i.e., total sample N=567).

3. Considering the small number of people of color in this sub-sample of respondents, we did not conduct any additional analyses by race/ethnicity.

PROFESSIONAL PROFILE

Seventy-two percent (N=144) of participants reported more than 10 years of work experience and held middle-managerial positions or higher within their organization. Thirty-five percent (N=70) of participants had been with their current employer for five years or less, and 49 percent (N=98) had

worked in the same organization for more than seven years (see Table 2). Out of 201 respondents who answered, 48 percent (N=96) indicated they are currently working in line roles, 38 percent (N=76) in staff roles, and 14 percent (N=29) in roles that had both line and staff responsibilities.

TABLE 2
RESPONDENTS' YEARS OF EXPERIENCE AND JOB LEVEL

Years of Work Experience N=201		Years With Current Employer N=201		Current Job Level and Characteristics N=201	
Years	Count (%)	Years	Count (%)	Level	Count (%)
<5	12 (6%)	<6 mos-1	10 (5%)	CEO, Managing Partner	1 (.5%)
5-10	45 (22%)	1-5	60 (30%)	Senior Executive	14 (7%)
11-20	99 (49%)	5-7	32 (16%)	Senior Director, Partner	50 (25%)
20+	45 (22%)	7-10	48 (24%)	Middle Manager	79 (39%)
		10+	50 (25%)	First-Level Manager	27 (13%)
				Entry-Level or Non-Manager	30 (15%)

RESPONDENTS' ORGANIZATION PROFILE: Participants were employed in a variety of industries, including manufacturing, professional and services, insurance, and information technology. Other industries included construction,

educational services, healthcare, oil and gas, retail, and transportation. More than 50 percent worked in large (10,000+ employees) and global organizations (see Table 3).

TABLE 3
RESPONDENTS' ORGANIZATION

Company Size N=201		Market Scope N=201	
No. of Employees	Count (%)	Scope	Count (%)
0-99	10 (5%)	Regional	5 (3%)
100-999	12 (6%)	National	19 (10%)
1,000-9,999	43 (22%)	Global	103 (52%)
10,000-99,999	61 (31%)	Global/ US Headquarters	72 (36%)
100,000-999,999	67 (34%)		
More than 1,000,000	4 (2%)		