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1996

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Women in U.S. Corporate Leadership: 2003



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.

WOMEN IN U.S. CORPORATE LEADERSHIP: 2003

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INTRODUCTION & DEMOGRAPHICS

Asking Questions About Women in Leadership

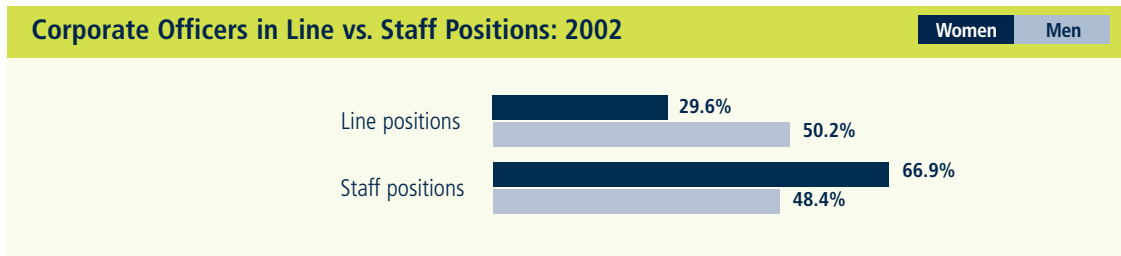
In 1996, Catalyst produced the pioneering study *Women in Corporate Leadership: Progress and Prospects*, the first to examine the experiences and perceptions of the Fortune 1000's most senior-level women and the CEOs with whom they work. Almost a decade later, we are following up that study by asking women and CEOs the same questions about their experiences and opportunities while gauging whether change has occurred. This is one of the many ways we assess change for women in the workplace.

Counting the Numbers of Women at the Top

Catalyst augments these foundational studies of women in the workplace by tracking the progress of women in senior leadership positions, a project we have undertaken for the past seven years.^{1,2} And we have found some progress.

Releasing our first *Census of Women Board Directors* in 1993, we followed suit with a *Census of Corporate Officers and Top Earners* in 1995. A mere 9.5 percent of board directors in 1995, representation rose slightly to 12.4 percent in 2001. While women accounted for only 8.7 percent of corporate officers in 1995, they represented 15.7 percent in 2002. Percentages of women begin to dwindle as we move further up the ranks, although progress is evident. Women's low 1.2-percent representation amongst Fortune 500 top earners grew to 5.2 percent by 2002. And at the very top, the Fortune 500 claimed one woman CEO in 1995, and today there are seven—an increase from 0.2 percent to 1.4 percent.

Catalyst also analyzes the representation of women and men corporate officers in line positions—those jobs that involve profit-and-loss responsibility. Here, again, the pace of change has been slow. In 2002, 29.6 percent of women corporate officers held line positions, while 66.9 percent held staff positions.³ At the same time, 50.2 percent of men corporate officers held line positions and 48.4 percent held staff positions.



¹ The most current published board director figures appear in the *2001 Catalyst Census of Women Board Directors*.

² The most current published corporate officer and top earner figures appear in the *2002 Catalyst Census of Women Corporate Officers and Top Earners*.

³ Catalyst did not begin counting line/staff officers until 1997, when, of all line corporate officers, 5.3 percent were women and 94.7 percent were men.

Of the 6,428 total line corporate officer positions in the Fortune 500 in 2002, women hold only 9.9 percent, while men hold 90.1 percent. This means fewer women than men are available to compete for positions at the top of these companies, where line experience is considered essential.

Line Corporate Officer Positions in the Fortune 500: 2002



Assessing the Progress of Executive Women

This seven-year exercise in monitoring women's status has shown that women in corporate leadership are making steady but slow progress from a very low base. So why aren't there more women at the top? In this study of women in leadership, corporate America's most senior-level women and the CEOs with whom they work share their insights into how the women who are at the top got there, as well as what is holding more women back from reaching senior levels.

Slow But Steady Progress

As with the censuses, Catalyst's *Women in Corporate Leadership* studies enable us to examine changes for women in the workplace over time. And the women represented in these studies are critical groups for whom to assess change. Thus, it is with great interest that we note: There have been few dramatic changes in women's attitudes and experiences within the last seven years. Those that have occurred bode well for the future, but much remains unchanged, and while this report reveals some victories, it also highlights the work ahead.

Catalyst Poised to Help

At the end of this report, readers will find tips for what individuals and organizations can do to further women's workplace success, as well as a guide to additional resources and support.

Demographics

Women in Corporate Leadership Respondents, 1996 and 2003

Surveys for 2003 were sent in two waves to a total of 4,899 women executives in the Fortune 1000, of whom 705 returned usable surveys. In terms of demographics, women respondents in 1996 and 2003 are quite similar.

Personal Demographics	1996	2003
Age (median)		
Women	45	47
Race/Ethnicity		
Caucasian	91%	90%
African American	3%	5%
Asian/Pacific Islander	3%	1%
Hispanic	1%	2%
Other	1%	2%
Education (highest degree received)		
4 years of college or less	36%	22%
Some graduate or professional study	N/A	15%
MBA	31%	27%
JD	17%	20%
MA/MS	12%	12%
PhD	4%	3%
Marital Status		
Single	11%	8%
Married/Partnered	72%	81%
Separated/Divorced	16%	10%
Widowed	1%	1%
Children*		
Yes	65% (have children)	51% (have dependent children living with you)
No	35% (don't have children)	49% (don't have dependent children living with you)
<p>* In the 2003 study, the question was worded, "Do you currently have dependent children living with you?" whereas the question was worded, "Do you have children?" in 1996. Thus, discrepancies may be due to question wording, not different rates of women with children.</p> <p>N/A=This item was not provided to respondents.</p>		

Work-Related Demographics	1996	2003
Title		
Vice President	54%	54%
Senior Vice President	19%	23%
Executive Vice President	8%	7%
Director/Managing Director/Executive Director	5%	2%
Other	10%	14%
Reporting Level from CEO		
Direct report or one level	44%	26%
Two levels	37%	50%
Three or more levels	18%	24%
Functional Role		
Line	N/A	19%
Staff	N/A	62%
Line and Staff	N/A	19%
Industry		
Finance, Insurance, and Real Estate	28%	30%
Manufacturing	26%	8%
Retail	12%	8%
Service	11%	4%
Wholesale	3%	N/A
Pharmaceuticals/Health Care/Consumer Products	N/A	16%
Oil & Gas/Energy Utilities	N/A	10%
High Technology/Telecommunications	N/A	7%
Other	20%	17%
N/A=This item was not provided to respondents.		

CEO Respondents, 2003

Catalyst sent surveys to 1,000 CEOs and 119 returned them. Like the senior-level women respondents, the CEOs work in a variety of industries.

Industry	CEOs
Finance, Insurance, and Real Estate	14%
Manufacturing	15%
Retail	7%
Service	3%
Pharmaceuticals/Health Care/Consumer Products	15%
Oil & Gas/Energy Utilities	19%
High Technology/Telecommunications	13%
Other	14%

The companies represented by the CEOs are also diverse with respect to size:

Annual Revenue of Company	CEOs
Less than \$2 billion	19%
\$2 billion to under \$5 billion	25%
\$5 billion to under \$15 billion	29%
\$15 billion or more	28%

For this study, Catalyst assessed women's views about the "state of the workplace" by measuring their satisfaction with their jobs and employers, how they understand men's experience of working with women, and whether they have seen women's opportunities for advancement change over the past few years. We found that women have a more optimistic view of their advancement in 2003 than they did in 1996. We also found that women are quite happy with their jobs and positions, but not as happy with their opportunities to network and be mentored. And while they believe men's attitudes about working with women have generally changed for the better, women still feel that men have difficulty being managed by women.

KEY FINDINGS

Work Satisfaction

- ◆ Large majorities of women are satisfied with their jobs, including their current positions (80 percent), current employers (79 percent), the respect with which they are treated by their company's leadership (77 percent), and their financial compensation (72 percent).
- ◆ Women are least satisfied with the availability of mentors (23 percent), their opportunities to network (57 percent), and their career advancement opportunities (57 percent).

Retention

- ◆ Senior-level women would consider leaving their current organizations to seek increased compensation (42 percent); the opportunity to develop new skills and competencies (35 percent); and greater advancement opportunities (33 percent).

Women's Perceptions of Men Working with Women

- ◆ About the same percentage of women in 2003 (40 percent) as in 1996 (41 percent) believe that men have difficulty being managed by women.
- ◆ More than one in four (26 percent) women believe that male managers frequently have difficulty managing women, down from more than one-half (54 percent) of women in 1996.

Work Satisfaction

A majority of women report being satisfied with their current positions (80 percent), current employers (79 percent), and financial compensation (72 percent). Fewer women, although still a majority, are satisfied with the developmental aspects of their jobs, including their career advancement opportunities (57 percent); the amount of input they have in decision-making (64 percent); opportunities to develop their skills, abilities, and expertise (69 percent); and the extent to which they feel valued by leadership (64 percent).

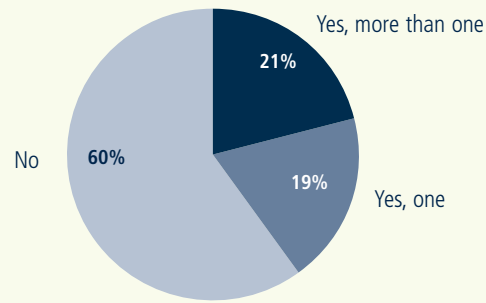
Women’s satisfaction with their relationships and interactions with others at work is more complex. While most women report satisfaction with their supervisors (69 percent), fewer report being satisfied with their opportunities to network with influential clients and colleagues (57 percent). More striking still is the very small proportion of respondents who report being satisfied with what may be one of the most important work relationships of all: a mentor. In much of Catalyst’s research, we have seen that mentoring relationships are critical to women’s career success while a lack of these relationships acts as a barrier to advancement.⁴ Thus, it is of concern that only one in four women (23 percent) report being satisfied with the availability of mentors in their organizations.

Work Satisfaction	Women (satisfied/very satisfied)
Current position	80%
Current employer	79%
Respect with which you are treated by company’s leadership	77%
Financial compensation	72%
Immediate supervisor	69%
Opportunities to develop your skills, abilities, and expertise	69%
Amount of say you have in decision-making	64%
Extent to which you are valued by company’s leadership	64%
Recognition you get for doing a good job	61%
Compensation compared to others at your level	58%
Opportunities to network	57%
Career advancement opportunities	57%
Availability of mentors	23%

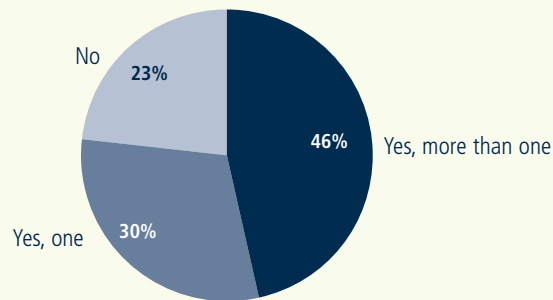
The small percentage of women who are satisfied with the availability of mentors is reinforced by the fact that most women surveyed do not have even one mentor. Sixty percent of women told us they have no mentor, while only about one in five (19 percent) have one mentor. About one in five (21 percent) women have more than one mentor.

⁴ Catalyst further explores this topic in its book, *Be Your Own Mentor* (Random House, 2001).

Do You Currently Have a Mentor?



Have You Ever Had a Mentor?



Catalyst has found that a lack of mentors is a concern for both women and men in a variety of industries and across levels. However, limited access to mentoring relationships is particularly problematic for women who often are not a part of other informal activities which serve to build networks.

Almost one in four (23 percent) women tell us they have never had a mentor. As the graph above indicates, three-quarters of women have had one or more mentors during their career. What the presence or lack of a mentor means for women’s development and advancement will be explored further in subsequent chapters.

Retention

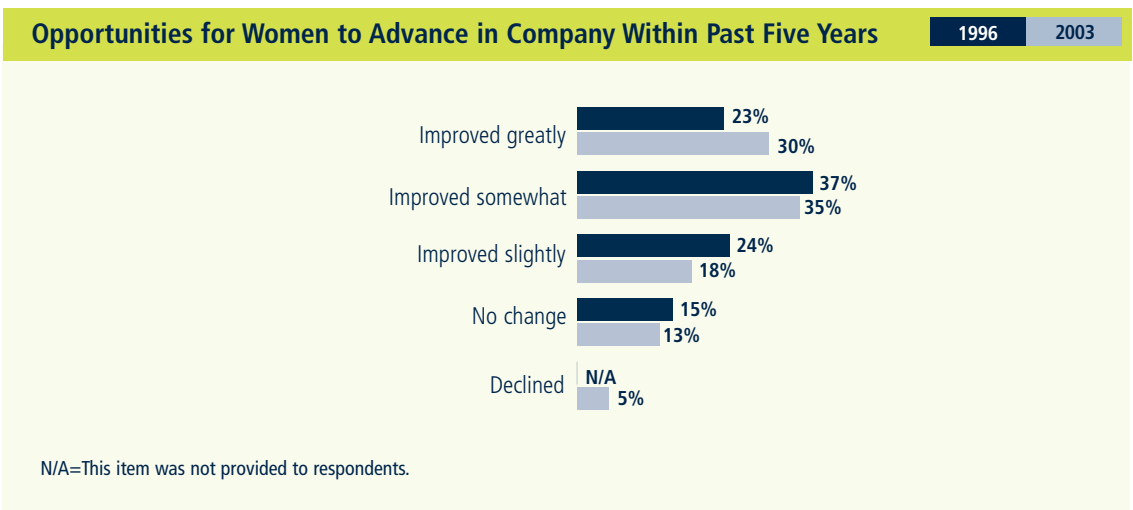
Corporate leaders are a tremendous organizational resource, so when even one of them leaves his/her company, the ramifications can be both costly and long lasting. For this reason, Catalyst sought to identify the reasons that top female talent might leave their organizations. When we asked women to rank the top three reasons they would leave, their number one answer was to seek increased compensation (42 percent). In addition to compensation, these are women who want challenge and opportunities. Developing new skills and competencies (35 percent) and gaining greater advancement opportunities (33 percent)

were cited by one-third of respondents. Around one in five of the women surveyed indicate that the pursuit of increased intellectual stimulation, different type of work, more authority to make decisions, or an organization with values compatible with their own would drive them to leave their organizations.

Reasons for Leaving Current Organization (ranked by top 3 reasons)	
Increased compensation	42%
Opportunity to develop new skills/competencies	35%
Greater advancement opportunities	33%
Increased intellectual stimulation	23%
Different type of work	22%
More authority to make decisions	21%
Organizational values compatible with your own	19%

Opportunities for Women’s Advancement

It is clear from the above findings that women value the opportunity to grow and advance in their careers. Yet, 43 percent of women are either dissatisfied with or feel neutral about the career advancement opportunities their jobs currently provide.⁵ Thirty percent of women in 2003, compared to 23 percent of women in 1996, believe that opportunities for women to advance to senior leadership in their current companies have increased greatly in the past five years. Most women continue to believe that opportunities have improved only somewhat: 35 percent of women in 2003 agreed, compared to 37 percent of women in 1996.

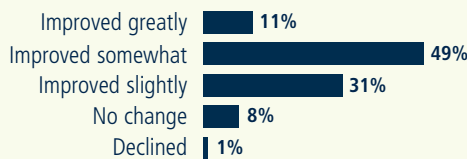


⁵ Seventeen percent of women are dissatisfied and 26 percent are neither satisfied nor dissatisfied with their career advancement opportunities.

However, women’s perceptions of their own organization’s improvements far exceed their perceptions of the change in women’s advancement opportunities in the United States overall. While 30 percent of women believe that women’s opportunities to advance to senior leadership within their companies has improved greatly, only 11 percent believe this of the United States in general.

Women are most likely to believe that women’s opportunities to advance in the United States have improved somewhat, with 49 percent stating this.

Opportunities for Women to Advance in the United States Within Past Five Years



Attitudes Toward Women in the Workplace

By examining attitudes about women and men working together, as well as perspectives on what should change to strengthen those working relationships, we gain some insight into this perception of a slow but steady increase in opportunities to advance. In general, women in 2003 have more positive attitudes about these issues than women in 1996, with one notable exception.

Women’s perceptions of men’s ability and comfort in managing women has become much more positive within the past seven years. In 2003, a little more than one-quarter (26 percent) of women compared to more than one-half (54 percent) of women in 1996 believe male managers frequently have difficulty managing women. While the percentage of women who see men’s difficulty in managing women remains too high, they recognize considerable progress.

In addition, much lower percentages of women in 2003 than women in 1996 believe men are concerned with reverse discrimination. One in four (25 percent) women in 2003, compared to 40 percent of women in 1996, agree that most men in their companies are concerned with reverse discrimination.

At the same time, women continue to believe that men still have difficulty being managed by women. Almost the same percentage of women in 2003 (39 percent) as in 1996 (41 percent) report this is the case.

Attitudes Toward Women in the Workplace: 1996, 2003 (strongly agree/agree)		
	1996	2003
A significant number of men in my company are concerned with reverse discrimination*	40%	25%
Male managers frequently have difficulty managing women*	54%	26%
Men have difficulty being managed by women	41%	39%

* Significant difference at $p < .05$

Clearly, there are improvements in many attitudes related to women in the workplace. Why, then, is there no perceived change in men’s comfort with being managed by women? The fact that there has been slow progress of women into very senior leadership positions over the past seven years may be relevant. It suggests that while men increasingly may be managing women (which can contribute to an increased comfort level), the reverse may not be true—male executives reporting to women is still the exception rather than the rule. While women are moving up the ranks—attaining increasing levels of status and responsibility—they are not leading organizations in large numbers. This continued lack of exposure to women at the top may contribute to men’s discomfort with women managers or women’s perception of their discomfort.

Perhaps this also is why women feel there is a joint responsibility—between organizations and women themselves—to address the issues that impact women’s workplace opportunities. Just under one-half (47 percent) of women in 2003 agree that women should make changes to fit into the corporate culture. Even more women note that companies should change. Sixty percent of women in 2003 agree it is the company’s responsibility to change to help meet the needs of managerial women. While lower percentages of women in 2003 than in 1996 believe that either organizations or women need to make changes relative to women in the workplace, they still maintain that a dual responsibility for change exists.

Responsibility for Change: 1996, 2003 (strongly agree/agree)		
	1996	2003
It is the company’s responsibility to change to help meet the needs of management women*	76%	60%
It is up to women to change to fit into the corporate culture*	73%	47%

* Significant difference at $p < .05$

Over the years, Catalyst has documented the slow but steady rise of women to the top echelons of corporate America. And while there may still not be a lot of women there, they tell us they certainly want to be. So what have successful women done to get ahead thus far? They exceed expectations, focus on managerial expertise, develop an effective style, and take on assignments that will get them noticed.

KEY FINDINGS

- ◆ Of those women who are not already in the most senior leadership posts within their organizations, more than one-half (55 percent) aspire to be there.
- ◆ Women in 2003 generally share many of the same strategies for success as women in 1996: exceeding performance expectations; successfully managing others; developing a style with which male managers are comfortable; and taking on difficult or highly visible assignments.
- ◆ Top advancement strategies recommended by women are the same in 2003 as they were in 1996: development of high-potentials; job rotation; and giving women high-visibility assignments.

The women in our study are quite accomplished: All are at the Vice President level and above, 26 percent report directly to the CEO, 50 percent are within two reporting levels of the CEO, and 24 percent are within three reporting levels. Furthermore, these are women who want even greater responsibility. Despite persistent stereotypes that women are not seeking the corner office, more than one-half (55 percent) of those who are not already in the most senior leadership post of an organization aspire to be, and another 19 percent have not ruled it out.

Individual Strategies for Advancement

These women shared their methods for advancing in their careers and in their current organizations, and revealed that these strategies have not changed much in the last seven years. In fact, women in 2003 and women in 1996 cite the same top strategies for getting ahead: exceeding performance expectations; developing a style with which male managers are comfortable; and taking on difficult or highly visible assignments. In 2003, they also report that successfully managing others and having recognized expertise in a specific content area are very important.⁶

⁶ This item was not provided to respondents in the 1996 survey.

However, a few of the strategies that women in 1996 perceived as important to their advancement declined in importance among women in 2003. For example, in 1996, while 61 percent of women reported developing a style with which male managers are comfortable as critical to their advancement, less than one-half (47 percent) say that it is very important in 2003.⁷ One-half (50 percent) of women in 2003 report that working on difficult or highly visible assignments is critical, while 40 percent of women said this in 1996. These strategies do, however, still rank among the top ways women get ahead. At the same time, there was no change in the perceived importance of gaining specific types of experiences, including line management and cross-functional experience.

The slightly decreasing importance of factors—such as style—to getting ahead, along with the continued importance of acquiring particular types of work-related experience, could suggest a trend. It does not represent a massive shift in thinking—developing a style with which men are comfortable is still the second most important strategy to advancement, but indicates that adapting oneself to the work environment might become a less critical advancement strategy over time. As more women climb the corporate ladder, and more men work with these senior leaders, the diversity of style that both genders bring to the workplace could be increasingly appreciated.

Individual Strategies for Advancement: 1996, 2003		
	1996	2003
Exceeding performance expectations*	77%	69%
Successfully managing others	N/A	49%
Developing a style with which male managers are comfortable*	61%	47%
Having recognized expertise in specific content area	N/A	46%
Difficult or highly visible assignments*	50%	40%
Willingness to work long hours	N/A	38%
Having influential mentor*	37%	29%
Gaining line management experience	25%	28%
Moving from one functional area to another	23%	23%
Networking	28%	23%
Developing and adhering to own career goals	N/A	20%
Being able to relocate*	14%	19%

* Significant difference at $p < .05$

The 1996 and 2003 surveys used different response scales to measure the importance of individual career strategies. The 1996 study used a three-point scale (critical, fairly important, not important), that also provided a “did not use” option. The 2003 study used a five-point scale (not at all important, slightly important, fairly important, important, very important).

N/A=This item was not provided to respondents.

⁷ The scales in the 2003 and 1996 surveys were different. While we inquired as to the strategies women deemed “critical” in the 1996 survey, we asked what strategies women deem “very important” in the 2003 survey.

Organizational Strategies for Advancing Women

There has been no real change in women's opinions about the importance of organizational strategies geared toward facilitating advancement between 2003 and 1996, with one exception. While more than one in five women (22 percent) in 1996 felt that being given high-visibility assignments was critical to their advancement, in 2003, only 12 percent of women believe this is very important. These findings could reflect the absence of these programs during much of the time that these women were working their way through their organization's hierarchy. It further could reflect the tendency of these women, who have grown in their careers during a time when programs designed to advance women were rarely found in corporations, to rely on their own initiative, strategy, and ambition to further their careers.

Our findings do not indicate, however, that senior-level women do not want to use organizational programs, or that these programs cannot play a role in their advancement. We asked women to think about the one organizational program they did not have access to that would have helped them advance more quickly. Women cited programs within three broad categories. Twenty-eight percent of respondents indicate the potential benefits of formal human resources policies, including leadership training, executive development programs, a talent identification program, and cross-functional or developmental job rotation. Twenty-six percent indicate that actions specifically focused on women would have been most beneficial to them. These actions include holding managers accountable for advancing women, giving women high-visibility assignments, and specifically targeting women during the recruitment process. One in five women (20 percent) cite relationship-building programs, including formal mentoring programs and women's employee networks within their organizations. Again, the relatively low percentages who note that these programs could have been beneficial to their advancement may reflect a reluctance among these accomplished women to rely heavily on formal organizational programs to further their advancement. Rather, these are women who rose to the top by focusing on hard work and thinking about their style.

One Organizational Program That Would Have Facilitated Advancement	
Program Category	
Formal Human Resources Programs	28%
In-house leadership training	5%
External executive development programs	7%
Identification and development of high-potentials	6%
Cross-functional or developmental job rotation	10%
Women's Advancement Programs	26%
Manager accountability for women's advancement	16%
Giving women high-visibility assignments	8%
Recruitment practices that target women	2%
Relationship-Building Programs	20%
Formal mentoring programs	14%
Women's employee networks within your company	6%

CHAPTER 3: BARRIERS TO WOMEN'S ADVANCEMENT

While women respondents continue to cite numerous barriers to women's overall advancement, women in 2003 see these as less pervasive. What continues to hold women back from reaching the top spots in corporate America? According to our women respondents, the lack of certain types of experience, especially profit-and-loss experience, is a hindrance. We also asked women about the barriers to their own advancement, and they told us these barriers are similar to those they see women, in general, facing.

KEY FINDINGS

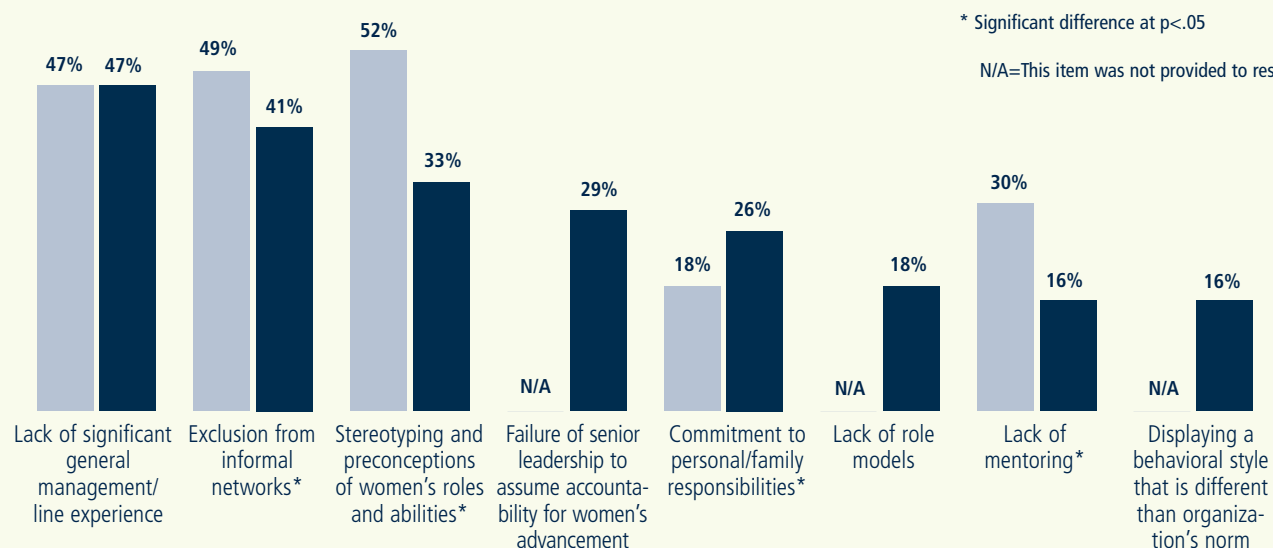
- ◆ Women in 2003 and women in 1996 cite the same barriers to women's advancement to senior leadership: lack of general management or line experience; exclusion from informal networks; and stereotyping and preconceptions of women's roles and abilities.
- ◆ Women in 2003 see the barriers to women's advancement as less pervasive than did women in 1996, except in the area of commitment to personal and family responsibilities.
- ◆ The top barriers that women see as impacting their own advancement to senior levels reflect issues within the work environment, including exclusion from informal networks, gender-based stereotypes, and a lack of role models.

Barriers to Women's Overall Advancement

Women in 1996 and women in 2003 cite the same top barriers to advancement: a lack of significant general management or line experience, stereotyping and preconceptions of women's roles and abilities, and exclusion from informal networks (although the order of importance varies between 1996 and 2003).

Barriers to Women's Overall Advancement: 1996, 2003 (circle 3)

1996 2003



These areas are not mutually exclusive, but rather, act to influence each other. For example, women often are excluded from informal networking opportunities, such as sporting events, because of stereotypes that they would not be interested in participating. Some of these issues can be ameliorated by the presence of mentors. A mentor can coach a mentee on the importance of gaining line experience, as well as advocate for her to gain such experiences. Access to informal networks and the breaking down of stereotypes also can be accomplished through the guidance and input of an active mentor.

Despite the fact that the top barriers to advancement have remained the same, lower percentages of women today point to most of these barriers as impediments to women’s advancement. Thus, while women are just as likely now as they were in 1996 to see a lack of significant general management or line experience as a barrier to advancement,⁸ much lower percentages in 2003 report the following factors as barriers to women’s advancement:

- ◆ Relationship-building critical to advancement
- ◆ Culture and environment
- ◆ Skills, abilities, and aspirations

While a lack of significant general management or line experience is the top barrier cited by women, very low percentages point out that women have not been in the management ranks long enough (10 percent); lack the desire to reach senior levels (8 percent); have an ineffective leadership style (4 percent); and lack the skill or ability to reach senior levels (2 percent). In other words, women are telling us the pipeline is no longer an excuse for why women are not advancing. They’re in the ranks and need the relevant experience to climb through them. Nor are they lacking in skill or ambition. Rather, they have the desire and the innate ability to occupy senior leadership posts and now need more of the management and line skills it takes to be there.

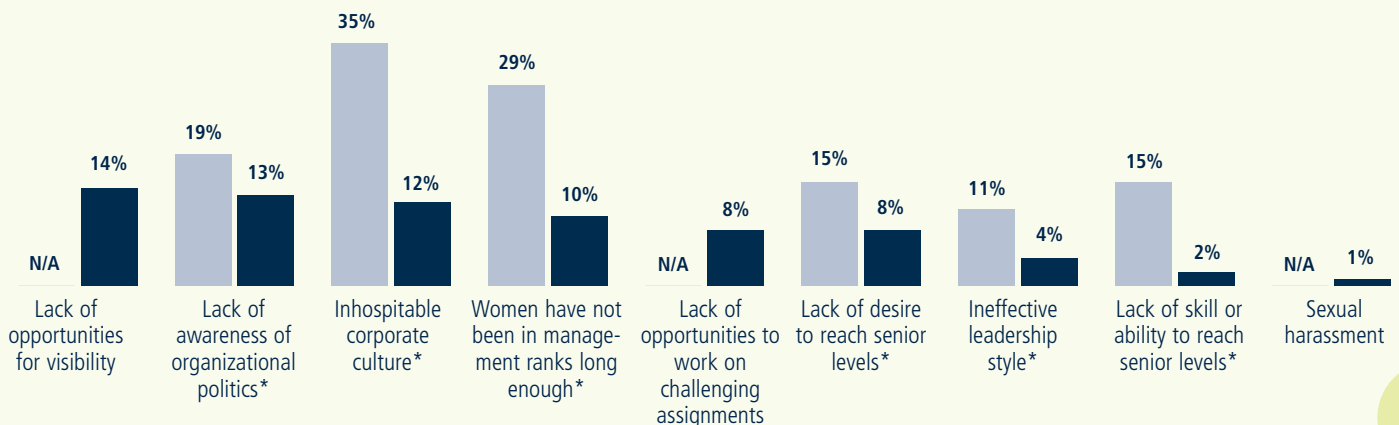
⁸ Women in line and staff roles are about equally likely to cite lack of significant general management or line experience as a barrier to women’s advancement to the top. Forty-five percent of line women cite this barrier, as do 50 percent of staff women.

Barriers to Women’s Overall Advancement (continued)

1996 2003

* Significant difference at p<.05

N/A=This item was not provided to respondents.



A lack of general management or line experience isn't the only barrier women see. Many women (41 percent) note that exclusion from informal networks inhibits advancement. They recognize what businessmen have known for decades. The opportunity to build relationships is a key component of workplace effectiveness.

The only barrier that a higher percentage of women cited in 2003 compared to women in 1996 is a commitment to personal and family responsibilities. Women both with and without dependent children hold similar views about these challenges. Twenty-eight percent of women with dependent children and 25 percent without dependent children report that commitment to personal/family responsibilities is one of the top three barriers to women's advancement. For women in the corporate world, the very perception that women's personal commitments will impact their career commitments—a stereotype often held by managers—can act as a barrier to success.

It is not surprising, then, that stereotypes about women's roles and abilities are the third most pervasive barrier to advancement cited by women. One-third (33 percent) of respondents cite the detrimental effects of stereotyping. While still a significant barrier, there is evidence that such stereotyping may be decreasing. More than one-half (52 percent) of women in 1996 cited it as a barrier, compared to the one-third who currently cite it.

It is important to recognize that the top barriers to women's advancement are interrelated. For example, stereotypes about women often can lead to their exclusion from relationship-building activities, such as mentoring and networking. This exclusion can, in turn, have an impact when key decisions about assignments—such as those that might involve gaining line experience—are made. The more women are excluded from line management roles, the more likely stereotypes will persist in these circles. Catalyst has found that stereotypes about women often can be diminished when women and men work more closely together and communicate more openly, for example, as mentor and mentee. For this reason, it is critical that women not only reach out to mentor each other, but act as mentors and mentees to the men within their organizations.

Barriers to Women's Own Career Advancement

While women see a lack of general management or line experience as the chief barrier to women's overall advancement, they see their *own* careers as primarily affected by factors related to culture and work environment. Specifically, 46 percent of women believe they have faced impediments as a result of two factors: gender-based stereotypes and exclusion from informal networks of communication. Forty-three percent also agree that a lack of role models has hindered their rise to the highest levels of leadership.

At the same time, women are cognizant of the negative impact of not gaining particular skills and experiences. More than one-third (36 percent) agree that a lack of general management or line experience has affected their own rise to the top. This is particularly true for those women who are currently in staff positions. Compared to their counterparts who are currently in line roles, they are much more likely to report that their careers have been hindered by their lack of line experience (47 percent compared to 14 percent). This reinforces the fact that as women progress in their careers, and as they attempt to move further up the corporate ladder, those who lack profit-and-loss experience see more impediments to advancing.

Barriers to Your Advancement: 2003 (strongly agree/agree)	
	Women
Exclusion from informal networks of communication	46%
Gender-based stereotypes	46%
Lack of role models	43%
Lack of significant general management or line experience	36%
Displaying a behavioral style that is different than the organization's norm	30%
Lack of awareness of organizational politics	27%
Lack of mentoring	25%
Inhospitable corporate culture	24%
Lack of opportunities for visibility within the organization	17%
Commitment to personal or family responsibilities	15%

While there has been progress for women in the workplace, it is slow going. Women still need management and line experience and they still need mentors. At the same time, the pervasiveness of barriers related to culture and work environment—such as stereotypes and exclusion from informal networks—has decreased. In addition, while almost one-half (43 percent) of women at the top feel that a lack of role models has been a barrier to their personal career advancement, only 18 percent say this is a barrier for women, in general, in today's corporations. Conversely, while only 15 percent of women agree commitment to personal and family responsibilities has been a barrier to their own career advancement, more than one in four (26 percent) cite this as one of the top three barriers currently holding women back from reaching senior levels. Progress has certainly been made in some areas, but several barriers to advancement persist.

CHAPTER 4: BALANCING WORK AND PERSONAL LIFE

Through the years, women have told Catalyst that achieving balance between work and personal life is a highly individual and continuous process. We asked executive women to comment on the strategies they use to achieve this balance. We found that some have made significant trade-offs, such as postponing marriage or having children. However, whatever they have done to strike a balance, executive women are clear: They are comfortable with the trade-offs they have made to get where they are.

Catalyst asked women about the types of choices they make and the methods they use to approach a balance between their work and personal lives. Our results clearly indicate that both personal life choices and reliance on formal and informal organizational programs play important roles in helping women achieve balance. The fact that a variety of strategies, rather than just one, is used to facilitate balance is not surprising, particularly because the women in this study work an average of 56 hours per week.

KEY FINDINGS

- ◆ Women in 2003 generally use the same strategies as women in 1996 to seek balance between their work and personal lives—employing outside services for domestic help; sharing responsibilities with a spouse or partner; curtailing personal interests; and, conversely, pursuing personal interests.
- ◆ Many women in 2003 use informal work arrangements, such as a flexible arrival and departure time, as well as changing their schedules and where they do their work on an ad-hoc basis.
- ◆ While many want them, few women use formal flexible work programs such as compressed work weeks, reduced hours, and leaves and sabbaticals.
- ◆ Low percentages of women agree they can turn down a work-related opportunity for personal or family reasons (24 percent) without jeopardizing their careers; use a flexible work arrangement (15 percent); or take a leave or sabbatical (14 percent).
- ◆ The large majority of women (73 percent) are comfortable with the trade-offs they have made between their work and personal lives.

Strategies for Balancing Career and Personal Life

When it comes to the personal choices women make to achieve balance, not much has changed in the past seven years. Women in 1996 and women in 2003 generally use the same approaches:

- ◆ **Support from others.** A large majority of women in 2003 (84 percent) use outside services for domestic help as their primary means to achieve balance, a rate similar to women in 1996 (85 percent). Sharing personal responsibilities with a spouse or partner is another powerful strategy; two-thirds (66 percent) of the women in 2003 use this approach.

- ◆ **Managing personal interests.** More than one-half of women in both 1996 and 2003 told us that managing the time spent pursuing personal interests helped them achieve balance. In both 1996 and 2003, more than one-half of respondents curtailed their personal interests, and more than one-half of them pursued personal interests. So, for example, while some women may cut back on certain personal activities, others find that pursuing activities, such as community service or the gym, is beneficial.
- ◆ **Making decisions related to family.** Some women accommodated their careers by making family-related decisions. Thirteen percent postponed marriage or did not marry, one in five postponed having children, and more than one in four did not have children. At the same time, it is essential to remember that 81 percent of these women are married or partnered, and 51 percent have children living with them.
- ◆ **Making decisions related to work.** Very few women chose to take a leave or have a gap in employment in order to balance their careers and personal lives. While many women would like to use flexibility programs, they may be worried that it would hurt their careers.

Balancing Work and Personal Life: 1996, 2003	1996	2003
Support from others		
Employed outside services for domestic help	85%	84%
Shared personal responsibilities with spouse or partner	N/A	66%
Used child care services	44%	45%
Developed strong interpersonal networks outside of work	43%	42%
Handed over personal responsibilities to spouse or partner	N/A	28%
Relied on supportive relatives other than spouse or partner	N/A	22%
Managing personal interests		
Pursued personal interests	55%	60%
Curtailed personal interests	54%	56%
Making decisions related to family		
Did not have children*	20%	27%
Postponed having children*	26%	20%
Did not marry/postponed marrying	10%	13%
Making decisions related to work		
Worked at home*	7%	15%
Took paid or unpaid leave of absence*	15%	8%+
Gap in employment	N/A	8%
Worked part-time or flexible hours	7%	N/A
* Significant difference at p<.05		
+ Those respondents who chose "took paid or unpaid leave of absence" in the 1996 survey may have chosen either "took paid or unpaid leave of absence" or "gap in employment" in the 2003 survey, accounting for what looks like a decrease from 15% to 8% on the former item.		
N/A=This item was not provided to respondents.		

Use of Flexible Work Options

The women in our 2003 survey demonstrate a strong interest in using both formal and informal flexibility programs but primarily employ more informal methods. As the table below indicates, many senior-level professional women have a great deal of flexibility about where and when they work. It is important to note that these women, because of their status and authority within their organizations, may have more control over their schedules than employees at other levels.

Use of Flexible Work Arrangements			
	Currently Use	Would Like to Use	Have Used in the Past
Flexible arrival and departure time	44%	9%	8%
Change work schedule on an ad-hoc basis	20%	14%	4%
Change work location on an ad-hoc basis	9%	13%	3%
Telecommuting/work from home	13%	23%	12%
Compressed work week	2%	28%	7%
Reduced work schedule/part-time	1%	17%	8%
Leaves and sabbaticals	1%	39%	7%

Despite the fact that many women exercise control over when and where they do their work, there are a number of flexibility programs that, while not heavily used, are cited as attractive options by many women. For example, a very large gap exists between those who would like to take leaves or use truncated work weeks and those who actually do. While very few women (2 percent) work a compressed week, more than one-quarter (28 percent) would like to. Similarly, very few women (1 percent) work part-time, although almost one in five (17 percent) would like to. It is not surprising that only 1 percent of the women in our study were on a leave or sabbatical at the time they completed the survey; more importantly, many of them (39 percent) would like to take advantage of such an option. Only 7 percent of the women surveyed have taken a leave in the past.

Why do so many women *want* to use formal flexibility options but don't actually use them? Part of the answer may be that their employers do not make these programs available, but another explanation may lie with a concern for their career prospects should they use flexible work arrangements. Only 15 percent of respondents agree that they can use a flexible work arrangement, and only 14 percent told us they could take a leave or sabbatical without jeopardizing their career advancement. Furthermore, only about one in four women (24 percent) agree they can turn down a work-related opportunity without jeopardizing their advancement. While many Fortune 1000 companies have formal flexibility programs in place, women executives clearly are questioning whether they can actually use them and remain on an upward career trajectory.

What women can do, however, is work flexibly on an informal basis. Almost all of the women (91 percent) in our study report that they can be flexible with their schedules when they have a personal or family matter to attend to.

Perceived Impact of Choices to Balance Upon Career (strongly agree/agree)	Women
I can be flexible with my schedule when I have a family or personal matter to attend to	91%
I believe I can turn down a work opportunity for family/personal reasons without jeopardizing my career advancement	24%
I believe I can use a flexible work arrangement without jeopardizing my career advancement	15%
I believe I can use a parental leave or sabbatical without jeopardizing my career advancement	14%

Making Career and Personal Trade-offs

While 51 percent of women indicate that they find it difficult to balance the demands of their work and personal lives,⁹ most are satisfied with the way they have pursued their careers. Three-quarters (73 percent) agree they are comfortable with the trade-offs they have made between their career and personal goals. Only about one-third of women (35 percent) tell us they had to put their personal goals on hold to get where they are today, and even fewer (20 percent) tell us they had to put career goals on hold to achieve their personal aspirations.

Sixty-three percent of those who postponed having children and 61 percent of those who chose to not have children are comfortable with the trade-offs they have made between their career and personal goals. Of those women who did not postpone or forego having children as a balance strategy, 80 percent are comfortable with the trade-offs they have made, representing a significant difference between these groups of women.

Managing Work with Family and Personal Life (strongly agree/agree)	Women
I find it difficult to balance the demands of my work with family/personal life	51%
I have had to put personal goals on hold in order to get where I am in my career today	35%
During my career, I have had to put my career goals on hold in order to achieve my personal aspirations	20%
I am comfortable with the trade-offs I have made between my career and personal goals	73%

⁹ Throughout our work, Catalyst has found that both women and men express difficulty achieving a balance between their work and personal lives.

CHAPTER 5: THE CEO PERSPECTIVE

In addition to surveying senior-level women in the Fortune 1000, Catalyst also surveyed CEOs from the same organizations in 1996 and 2003. These CEOs report that a lack of line experience is the biggest barrier preventing more women from rising to the top of corporations. Women agree by citing a lack of line management experience as the top barrier to women's advancement. But when it comes to thinking about how women get to the top, these two groups don't necessarily see eye to eye. CEOs remain much more likely than women to point out the need for certain types of managerial experiences. While few CEOs make the point, women are clear that in addition to getting specific skills and experiences, they need to modify their styles and be included in informal networking.

KEY FINDINGS**Barriers to Advancement**

- ◆ Women and CEOs agree that a lack of general management or line experience is the top barrier to women's advancement into senior leadership.
- ◆ CEOs no longer see the pipeline as the barrier they did in 1996. In 1996, 64 percent of CEOs cited insufficient time in the pipeline as a barrier to women's advancement. Only 20 percent did in 2003.
- ◆ CEOs see women as wanting to make it to the top: Only 11 percent of CEOs cite a lack of desire to occupy senior levels as a barrier to women's advancement.
- ◆ Many CEOs see the necessity of senior leadership accountability for women's advancement. More than one-third (37 percent) agree the lack of such accountability is a barrier to women.

Responsibility for Change

- ◆ Almost two-thirds of CEOs (64 percent) believe it is the company's responsibility to change to meet the needs of management women.
- ◆ Less than one-half of CEOs (45 percent) believe women need to change to fit into the corporate culture.

Advancement Strategies

- ◆ While most women (69 percent) and CEOs (53 percent) agree that exceeding performance expectations is important to women's advancement, there are gaps in their opinions about other advancement strategies.
- ◆ CEOs are much more likely than women to cite the importance of managerial expertise. About two-thirds (63 percent) of CEOs cite successfully managing others as important, while 49 percent of women do. One-half of CEOs, compared to 28 percent of women, cite the importance of gaining line management experience as a success strategy.
- ◆ Women are more likely than CEOs to cite the importance of style, as well as subject and functional expertise, to advancement. About one-half of women (47 percent), compared to only 11 percent of CEOs, see developing a style with which male managers are comfortable as an important advancement strategy. Almost one-half of women (46 percent), compared to only 17 percent of CEOs, cite having recognized expertise in a specific content area as important.

Barriers to Women’s Advancement

We asked CEOs about some of the barriers that women face as they move toward senior leadership, and what it takes for them to get ahead. In 1996, we found considerable disparity between the views of executive women and CEOs. In 2003, we find that while the disparity has somewhat decreased, CEOs offer some key insights into advancing women even further up the corporate ladder, as well as thoughts on what is holding women back.

Barriers To Women’s Advancement: 2003 (circle top 3)		
	Women	CEOs
Lack of significant general management/line experience*	47%	68%
Exclusion from informal networks	41%	18%
Stereotyping and preconceptions of women’s roles and abilities*	33%	12%
Failure of senior leadership to assume accountability for women’s advancement	29%	37%
Commitment to personal/family responsibilities*	26%	16%
Lack of mentoring*	16%	21%
Displaying a behavioral style that is different than the organization’s norm	16%	10%
Lack of role models*	18%	14%
Lack of awareness of organizational politics*	13%	4%
Inhospitable corporate culture	12%	10%
Women have not been in management ranks long enough*	10%	20%
Lack of desire to reach senior levels	8%	11%
Ineffective leadership style*	4%	11%
Lack of skill or ability to reach senior levels*	2%	13%

* Significant difference at p<.05

As women’s perspectives on the top barrier to women’s advancement have shifted—from stereotyping to lack of line experience—so, too, has the CEO perspective shifted. In 1996, the most frequently cited barriers reported by CEOs were a lack of general management or line experience and insufficient time in the pipeline. At that time, almost one-half of women agreed with CEOs that a lack of general management or line experience was a barrier to advancement, but only 29 percent of women shared the perspective that women had not been in the pipeline long enough. Of greater importance to women in 1996 were barriers related to stereotyping and exclusion from informal networks—which only a minority of CEOs cited as inhibiting the advancement of women (25 percent and 15 percent, respectively). When considering barriers related to culture and work environment, the gap between women and CEOs remains wide. In 2003, 41 percent of women cited exclusion from informal networks as a barrier, compared to only 18 percent of CEOs.

One-third of women (33 percent) continue to see stereotypes as a barrier to women reaching senior levels, while just over one in ten CEOs (12 percent) state this.

Both women and CEOs recognize a lack of general management or line experience as the top barrier to women's advancement. Almost two-thirds of CEOs (68 percent) and almost one-half of women (47 percent) identify this as a barrier, making it the most-cited by both groups and the only barrier that a majority of CEOs see. This is particularly noteworthy because CEOs consistently tell us that when seeking successors for the very top jobs in organizations—particularly Chairman and CEO slots—they look for individuals who have had some experience in positions with profit-and-loss responsibility.

The pipeline is no longer perceived to be a barrier. The perspectives of both CEOs and women indicate that corporations in 2003 have moved beyond the challenge of simply getting a sufficient number of women on the managerial ladder. Twenty percent of CEOs and only 10 percent of women cite women's lack of time in the management ranks as a barrier to women's advancement. The pipeline excuse holds considerably less weight with today's CEOs than it did in 1996, when 64 percent of them cited it as a barrier.

Women aspire to senior leadership. Women and CEOs are clear that women aspire to the most senior leadership levels. More than one-half of women (55 percent) not already in the most senior post of an organization aspire to be there. CEOs recognize this ambition. In 2003, only 11 percent of CEOs and 8 percent of women cite a lack of desire to reach senior levels as a top barrier to women's advancement. If women are aspiring to the most senior levels of corporate leadership—and profit-and-loss experience is generally fundamental to getting there—might the continued need for such experience be a partial explanation for women's slow progress?

Senior Leaders Need to Assume Accountability for Women's Advancement

Women and CEOs agree that another part of the explanation for women's slow rise to the top rests with senior leadership. About one-third of women (29 percent) and more than one-third of CEOs (37 percent) cite the failure of senior leadership to assume accountability for women's advancement as a key barrier. Catalyst knows that in addition to individual and organizational strategies, strong senior leadership support is critical in advancing women.

What It Takes to Get Ahead

Women and CEOs agree that in addition to senior leadership accountability for women's advancement, there are additional advancement strategies for women. Given CEOs' emphasis on a lack of general management or line experience as a barrier to women's advancement, it is not surprising that they report successfully managing others (63 percent) and gaining line management experience (50 percent) as key advancement strategies for women.

It is on this topic—how women can and do get ahead—that CEOs and women continue to talk past each other. Women remain more cognizant than CEOs, for example, of the importance of factors related to style and culture. About one-half of women (47 percent), compared to about one in ten CEOs (11 percent), state that developing a style with which male managers are comfortable is important to women’s advancement. Women also are much more likely than CEOs (46 percent compared to 17 percent) to report that having recognized expertise in a specific content area is important to advancement. And while women are clear that a lack of general management or line experience is a barrier to their advancement, only 28 percent of them, compared to one-half of CEOs (50 percent), cite gaining such experience as a success strategy. (It is important to note, however, that 65 percent of women in line positions, compared to 14 percent of women in staff positions, cite this as a success strategy.) There is also a gap between women and CEOs on the importance of successfully managing others. Almost two-thirds of CEOs (63 percent) report this is important to women’s advancement, compared to about one-half of women (49 percent).

Strategies for Women’s Advancement: 2003 (very important)		
	Women	CEOs
Exceeding performance expectations*	69%	53%
Successfully managing others	49%	63%
Developing a style with which male managers are comfortable*	47%	11%
Having recognized expertise in specific content area*	46%	17%
Seeking out difficult or highly visible assignments	40%	32%
Willingness to work long hours*	38%	13%
Having influential mentor	29%	23%
Gaining line management experience	28%	50%
Networking	23%	17%
Moving from one functional area to another	23%	18%
Developing and adhering to own career goals*	20%	7%
Being able to relocate	19%	15%
Initiating discussion with manager about career aspirations	16%	17%
Changing companies*	13%	2%

* Significant difference at $p < .05$

Based on the disparities between women and CEOs about how women can and do advance, it appears these two groups can learn from each other. Often, the demands of the CEO role may preclude recognition that women face struggles related to style and work culture. By considering only the importance of gaining specific skills and experiences, CEOs may be missing a critical part of women’s experiences in attempting to move up through an organization. At the same time, CEOs are offering crucial advice to women about the importance of gaining line and other types of management experience. Both groups agree that working hard is important, but CEOs also are telling women that specific managerial skills are essential.

CHAPTER 6: WHAT ORGANIZATIONS CAN DO

Based on what executive women and CEOs are telling us, as well as Catalyst's extensive research and advisory services with companies, we recommend that organizations take the following steps to promote women's leadership: 1) support individual women; 2) champion a more inclusive work environment with education and systems refinements; and 3) develop a more diverse leadership corps to undertake actions that drive change.

Provide Support for Women.

The women and CEOs in this study cite a variety of individual strategies and competencies that facilitate advancement, as well as several barriers that continue to hinder women's progress to senior levels. The following recommendations address the ways in which individual career advancement strategies can be strengthened.

- ◆ Communicate to women employees the importance of networking, work style, and relationship-building.
- ◆ Emphasize the importance of gaining line experience and people management skills, and ensure that supervisors, mentors, and performance planning tools highlight the paths to these positions. Experience in line positions and sophisticated 360° people management skills are necessary to move into top corporate positions.
- ◆ Celebrate successful working women at all levels, and provide mentoring and networking opportunities so that women can learn from each other about how to achieve work/life balance. It is important for women throughout the organization to see these role models and have opportunities to talk to more senior women about career and work/life issues, trade-offs, and strategies.
- ◆ Support women who are appointed to top roles. Provide opportunities for peer mentoring, and find executive sponsors who feel personal accountability for women's success.

Enhance Systems and Work Environment Through Strategic Actions.

Several of the issues raised by the women in this study—including those related to career advancement, organizational culture, and relationship-building—can be addressed by building effective organizational processes and systems.

- ◆ Examine the informal aspects of your company's culture and work environment, paying particular attention to the subtle behaviors, traditions, and norms that may systematically work against the inclusion of women. This can be accomplished through analysis of survey data by gender, supplemented by targeted interviews and focus groups with both men and women.

- ◆ Focus on and refine basic people management processes, as called for by the assessment. Make them explicit, pertinent, objective, and inclusive. In doing so, consider the following questions:
 - How is performance evaluated?
 - What is evaluated?
 - How are people managed?
 - How is flexibility treated?
 - How are managers trained?
 - How are people rewarded?

Train managers to give clear, fair, developmental feedback to all employees. Use of flexible arrangements provides a key example. Employees, both women and men, should be judged on performance regardless of whether they are working traditional or modified schedules.

- ◆ Assess and improve people development processes within the organization, as called for by the assessment, keeping the following questions in mind:
 - How are people developed?
 - Are women given developmental opportunities in proportion to their numbers?
 - How are promotions and important assignments decided?
 - How are the criteria for advancement communicated?

If these systems are not monitored to determine whether women are given proportionate opportunities, it is unlikely that future leadership will be more diverse than present leadership.

- ◆ Address cultural issues identified in the environmental assessment through a long-term, multi-pronged approach supported by a line and Human Resources partnership. Potential tools include reciprocal mentoring; diversity/gender issue modules and case studies integrated into core management training programs; continual communication of the vision and business case for diversity; strong leadership and behavior modeling by leadership; and communication of “success stories.” These kinds of techniques can also address men’s comfort in being managed by women, a key issue raised by this study that demands more attention by employers.

Insist that Leaders Lead.

Strong senior leadership support is essential to successful efforts to advance women. The above recommendations, focused on both the individual and the organization, must be reinforced by corresponding leadership activity.

- ◆ Emphasize the link between employee development and advancement programs and the organizational business strategy. To be truly effective, these programs need to be culturally acceptable. This is the responsibility of both men and women leaders; they need to be clear on how to lead this type of culture change and be held accountable for doing so.
- ◆ Be a role model; demonstrate your commitment to inclusion by your actions.

- ◆ Giving talented women high-visibility, high-impact career opportunities is an important approach in eliminating the stereotypes that women are incapable or unwilling to lead. Only senior leaders are in the position to make these decisions. It may seem like a risk if few women have held such posts in your company before, but objective review of a woman's achievements often can mitigate this feeling. Be sure to give women personal support and a web of coaches and mentors to help them succeed.
- ◆ If necessary, actively "recruit" women to take on very senior roles. Don't assume that women aren't ambitious or looking for greater challenge; this study refutes that assumption clearly. Consider your approach to recruiting and the impact of how it is communicated. Senior women tell Catalyst that they are typically asked questions such as: "Are you interested in taking on this big role with lots of risk and probably no work/life balance?" Try the following approach instead and see if you have more success: "We have a need for leadership in area X and I think you are the person we need. What can I do to get you to sign on and what do you need to be as successful here as you are in your current role?"

FURTHER RESOURCES

For the women who want more information on mastering the arts of networking and mentoring, we recommend the following Catalyst resources.

***Be Your Own Mentor*, Random House (2001).** This mentor-in-a-book, written by Sheila Wellington and the staff of Catalyst, draws on Catalyst research and the collected wisdom of executive women. This guide will help you understand the unspoken rules of the business world and how to get ahead in the workplace.

Creating Women's Networks: A How-To Guide for Women and Companies. This book provides step-by-step, practical instructions for creating a network and for increasing the success of existing networks. Individuals will learn networking strategies and their benefits. Companies will discover what women's networks are all about, how they improve the organizational environment, and how they contribute to the bottom line.

For the organizational leader or workplace champion who wants more information on how to address the issues raised in this report, we recommend the following Catalyst resources.

Making Change: Becoming a Diversity Champion. This publication—part of the Catalyst *Making Change* series—outlines the range of actions, both large and small, necessary for becoming a diversity champion and making the workplace more inclusive.

Making Change: Assessing Your Work Environment. Conducting an environmental assessment is critical to understanding how employees view their work environment, how they feel about their career opportunities, and what they think the organization is doing to further their professional development. This guide will take you through the process of conducting an environmental assessment, with the goal of creating inclusive strategies to develop, advance, and retain all talent.

Making Change: Tackling Resistance to Diversity Efforts. Organizational efforts to increase diversity and create more inclusive work environments can challenge some of our core beliefs and create resistance. Organizational change must be recognized as an evolutionary process, and resistance as an inherent part of that process. This publication explores challenges to diversity efforts, and addresses a host of strategies to minimize, manage, and address them.

Making Change: Building a Flexible Workplace. Employees today want flexibility at work in order to be more productive and effective on the job while managing their unique life circumstances. This publication lays out the case for a flexible workplace and will answer the questions: What is workplace flexibility? What are the benefits of workplace flexibility? Why is flexibility important? What is the business case for flexibility in your organization? How can organizations successfully support flexibility?

APPENDIX & ACKNOWLEDGMENTS

Women in Corporate Leadership, 1996

In September of 1995, Catalyst surveyed senior-level women working in the Fortune 1000 companies.

- ◆ Surveys were received from 461 women at the Vice President level or above (representing a 37-percent response rate) who completed a six-page, 22-item survey about their career experiences and perspectives on women's advancement.

Women in Corporate Leadership, 2003

Catalyst again surveyed senior-level women at the Vice President level or above working in Fortune 1000 companies during the summer and fall of 2002.

- ◆ There were two waves of surveys sent to senior-level women working in the Fortune 1000. In the first wave, surveys were sent to more than 3,400 women at the Vice President level or above whose names and contact information were obtained through a direct marketing listing service. Three hundred fifty-eight women returned usable surveys, representing a response rate of 15 percent.¹⁰
- ◆ Catalyst sent a second wave of surveys to 1,499 women whose contact information was part of our internal contact databases. Like the first sample, these women, all at the Vice President level or above, worked in Fortune 1000 companies. Twenty-three percent, or 347, of these women returned usable surveys.
- ◆ The data obtained from these two mailings were combined for analysis.

CEO Respondents, 2003

The CEO response pool is finite and consists of a total population of 1,000 individuals. Of these, 119 responded to the survey, resulting in a 12-percent response rate.

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¹⁰ This response rate reflects the number of surveys determined to have been undeliverable due to participants' change of employers.

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