Women of Color in Corporate Management: Three Years Later
ABOUT CATALYST

Catalyst is the premier nonprofit research and advisory organization working to advance women in business, with offices in New York, San Jose, and Toronto. The leading source of information on women in business for the past four decades, Catalyst has the knowledge and tools that help companies and women maximize their potential. Our solutions-oriented approach—through Research, Advisory Services, Corporate Board Placement, and the Catalyst Award—has earned the confidence of global business leaders. The American Institute of Philanthropy consistently ranks Catalyst number one among U.S. nonprofits focused on women’s issues.
WOMEN OF COLOR IN CORPORATE MANAGEMENT:
THREE YEARS LATER

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Women of Color in Corporate Management: Three Years Later provides the first longitudinal look at the experiences of women of color in the workplace. More than three years ago Catalyst surveyed over 1,700 women of color managers and professionals, with the goal of providing hard facts and quantitative data on an issue long dominated in the business world by speculation, anecdotal information, and consequent lack of attention.

This report—based on a follow-up survey with a sample of the same women of color managers—addresses their career movement. From the standpoint of progress for women of color over the last three years, this is a "good news" study. In general, the women Catalyst tracked have received promotions and increased compensation. From the standpoint of future prospects, however, we find that organizations must do more to break up the "concrete ceiling" that women of color identified in our original study.

It appears that the women in this study are taking charge of their careers. At Catalyst, we'd like to think that these women have heeded our advice—they've recognized the importance of networking and have been successful in finding and maintaining relationships with mentors. These smart, talented women recognize the value that they bring to their organizations. They want open work environments, where stereotypes and preconceptions don't exist and opportunities abound. And if their current employers fall short, these women aren't afraid to find employers that are actively working to create workplaces where their contributions will be valued. In fact, our data show that respondents who left their 1998 workplaces perceive their new organizations to pose fewer barriers to their advancement.

Not all is rosy, however. Study respondents also believe that the opportunities for women of their racial/ethnic backgrounds to advance to senior leadership positions within their organizations have declined over the last three years. This is a call to action for companies and managers alike. In order to retain this top talent, organizations must create work environments where every employee has the opportunity to contribute and advance. The data and recommendations that follow will enable business leaders, human resources professionals, the interested public, and women of color themselves to understand the issues confronting this valuable segment of our workforce and, as a result, create workplaces that thrive.

I am proud to present this latest installment of Catalyst's continuing research on women of color in corporate management.

Sheila W. Wellington
President, Catalyst
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The women of color in this study seem to be taking charge of their careers and are favoring companies that are supportive of their aspirations. Over the last three years, they have experienced positive career growth, including promotions and higher salaries. They increasingly understand the importance of developing networks and have developed relationships with mentors in greater numbers. While generally satisfied with their career progress to date, these educated, ambitious women are less hopeful than they were three years ago about their opportunities to advance to senior leadership positions within their organizations. It follows, therefore, that companies interested in retaining this talent must create open, less hierarchical work environments where differences in behavioral style are encouraged, employees are in the loop on key decisions, and employees initiate discussions with higher-ranking employees.

The key findings from this study are listed below. Subsequent chapters of the report outline each key finding in detail. The final chapter provides recommendations for both companies and individual managers interested in retaining and advancing women of color.

#1: From the standpoint of progress over the last three years, this is a "good news" study: On the whole, the individual women of color in this sample have experienced positive career growth. Since 1998, 57 percent have been promoted at least once, which is consistent with other studies of white women and women of color. On average, the respondents’ incomes have risen almost 40 percent during this time, which is roughly consistent with the salary growth of white women professionals and managers. Only nine percent of the sample has had any downward moves.

#2: The women of color surveyed employ several key strategies to succeed—with a greater emphasis than in 1998 on the importance of networking and mentoring. While the reported top four success strategies have not changed since 1998, one major difference is the amplified importance of informal networking with influential colleagues as a success strategy. In 2001, 49 percent of respondents cite networking as an important success factor, compared to only 29 percent in 1998. Additionally, the number of women of color with mentors has increased substantially—from 35 percent in 1998 to 58 percent in 2001. Sixty-nine percent of women who had a mentor in 1998 had at least one upward move, compared to 49 percent of those without a mentor. Furthermore, the greater the number of mentors, the greater the number of upward moves. This suggests that the career needs of women of color are more likely to be met if they have multiple mentors.
#3: Women of color in this study are less hopeful about their career prospects than they were in 1998. Respondents cite the same barriers to advancement that they initially cited in 1998. They also report a decline in opportunities for members of their own racial/ethnic groups to reach senior leadership levels. Even those who have been promoted are currently less satisfied with their prospects for further advancement at their current employers than they were three years ago. Furthermore, African-American women, in contrast with Latinas and Asian-American women, are now more likely to feel that opportunities for their group are declining rather than improving.

#4: When women of color leave, they have "moved out to move up." Women of color who left their 1998 employers were most likely to cite the desire for greater advancement opportunities and higher pay as their primary reasons for leaving—and the vast majority achieved both goals. Specifically, those who left have more senior titles than those who stayed, are more likely to have had multiple upward moves, and currently earn much more than those who stayed. Even when comparisons are restricted to those who have had at least one upward move, women who left their companies earn more than those who stayed. Women of color respondents who left their organizations do appear to be finding better work environments: they are less likely to report the existence of barriers in their new environments.

#5: Companies must create open, more inclusive work environments to retain women of color managers. A work environment that is viewed as open—one that is not rigidly hierarchical and that allows a variety of behavioral styles—appears to encourage women of color to stay with their organizations. In turn, the more supportive that women of color perceive their management to be, the more likely they are to perceive that the work environment is open and inclusive.

END NOTES

Background

Catalyst's groundbreaking study, *Women of Color in Corporate Management: Opportunities and Barriers*, was released in 1999. It was based on individual interviews, focus groups across the nation, and a large-scale survey of managerial and professional women of color that was conducted in 1998. This study examined the barriers to advancement for women of color and outlined the business case for corporations to focus on this important segment of the workforce, which includes:

- Increasing demographic diversity of labor pool
- Important talent source for corporations
- Competitive advantage from diverse perspectives
- Buying power of women of color as consumers and business owners
- Costs of turnover
- Increasing importance of global competencies

Catalyst has raised the level of awareness for women of color and the organizations in which they work by disseminating the study's findings widely within the business community.

When Catalyst experts speak to audiences about the original *Women of Color* study, they are often asked about the career movement of women of color—e.g., why they stay and what happens if they leave current companies, how likely they are to get promoted, etc. There has also been interest in whether or not the respondents' attitudes towards their careers and the organizations in which they work have changed over time—and if so, how.

Now, three years after the public release of the initial survey's findings, Catalyst has gained additional insight into career issues for women of color in a new survey, conducted with a sample of women who responded to the original survey. With this new study, Catalyst set out to:

- Follow the career movement of these women of color
- Find out what factors influenced that career movement
- Determine the degree to which women's attitudes have changed using benchmark measures
- Gauge women's views on the future

Methodology

Catalyst used a longitudinal panel design, tracking the identical survey respondents over time. We re-contacted a sample of the women that we had surveyed in 1998, to compare the 2001 responses of these women with their responses in 1998.
The Sample. Nine hundred and nineteen women of color who completed the 1998 survey agreed to participate in an on-going research panel and provided contact information. Address updates were conducted in 1999 and in the spring of 2001.

The Survey. We mailed out a 12-page survey in May – June 2001. The items from the first Women of Color survey were the primary source for questions. The survey was pre-tested among a small group of professional/managerial women of color in the Bay Area.

Data Collection. The survey pool was 734 women of color. The field period was May to June 2001 and consisted of an announcement letter, survey packet, reminder postcard, and a follow-up survey to non-respondents. The initial data collection yielded 268 respondents, a 37 percent response rate.

In the fall of 2001, we obtained responses from an additional 100 women in a supplemental data collection effort. This was desirable for certain statistical procedures and to enhance some comparisons between 1998 and 2001.

- The supplemental data collection consisted of a short email and phone survey used to obtain key variables (e.g., number of promotions, whether respondent stayed or left).
- These 100 women are included in the enclosed summary of results for the predictive model and for key 1998 – 2001 comparisons only.

Personal and Professional Demographics of 2001 Sample
The racial/ethnic composition of the 2001 group is quite similar to that of the earlier sample. In 2001, 59 percent are African-American; in the original, larger sample, 54 percent were African-American. Like the original sample, the remainder is approximately equally divided between Asian-American and Latina women.

| Table 1A: Demographics of Sample |
| N = 268 | 2001 Sample |
| Age (in years) | | |
| Median | 43.5 |
| Range | 25.5–62.5 |
| Race/Ethnicity | | |
| Hispanic | 19.4% |
| Asian-American | 21.3 |
| African-American | 59.3 |
Some 60 percent of the women are married, and slightly more than one-half have children under 18 at home (smaller proportions than many samples of white professional women). *

Respondents are highly educated, with over 60 percent having completed some graduate work. All ages and levels are represented, with many participants at the mid-career level. The median length of time in occupations is 12 years.

<table>
<thead>
<tr>
<th>Table 18: Demographics of Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Marital/Family Status</strong></td>
</tr>
<tr>
<td>Married</td>
</tr>
<tr>
<td>Children at home 18 years old or younger</td>
</tr>
<tr>
<td><strong>Education</strong></td>
</tr>
<tr>
<td>High school/some college</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
</tr>
<tr>
<td>Some graduate/professional study</td>
</tr>
<tr>
<td>Graduate/professional degree</td>
</tr>
<tr>
<td><strong>Occupational Tenure</strong></td>
</tr>
<tr>
<td>Median</td>
</tr>
<tr>
<td>Range</td>
</tr>
<tr>
<td><strong>Organizational Tenure</strong></td>
</tr>
<tr>
<td>Median</td>
</tr>
<tr>
<td>Range</td>
</tr>
</tbody>
</table>

Over one-half of the women in our 2001 sample work at the mid-manager and department head level. Like the 1998 sample, the 2001 group represents a wide range of occupational specialties. The great majority of women of color respondents works full time.

* e.g., Catalyst's Women and the MBA: Gateway to Opportunity, Women in Law: Making the Case, and Women in Corporate Leadership: Progress and Prospects

Women of Color in Corporate Management: Three Years Later
<table>
<thead>
<tr>
<th>Employment Status</th>
<th>1998 Sample</th>
<th>2001 Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time</td>
<td>100%*</td>
<td>89.9%</td>
</tr>
<tr>
<td>Part-time</td>
<td>--</td>
<td>3.7</td>
</tr>
<tr>
<td>Employed, but on leave</td>
<td>--</td>
<td>0.4</td>
</tr>
<tr>
<td>Unemployed and looking</td>
<td>--</td>
<td>2.2</td>
</tr>
<tr>
<td>At home full-time</td>
<td>--</td>
<td>0.4</td>
</tr>
<tr>
<td>Retired</td>
<td>--</td>
<td>1.5</td>
</tr>
<tr>
<td>Other</td>
<td>--</td>
<td>1.9</td>
</tr>
<tr>
<td>Line or Staff Position</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Line</td>
<td>25.5%</td>
<td>24.3%</td>
</tr>
<tr>
<td>Staff</td>
<td>56.0</td>
<td>49.1</td>
</tr>
<tr>
<td>Both</td>
<td>18.5</td>
<td>26.6</td>
</tr>
<tr>
<td>Levels Below CEO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Two levels to zero &quot;I am the CEO&quot;</td>
<td>5.1%</td>
<td>12.3%</td>
</tr>
<tr>
<td>Three</td>
<td>5.8</td>
<td>15.1</td>
</tr>
<tr>
<td>Four to six</td>
<td>57.1</td>
<td>49.8</td>
</tr>
<tr>
<td>Seven or more</td>
<td>32.0</td>
<td>22.9</td>
</tr>
</tbody>
</table>

* A requirement of the sample in 1998 was that they be employed full-time.
KEY FINDINGS
From the standpoint of progress over the last three years, this is a "good news" study: On the whole, the individual women of color in this sample have experienced positive career growth.
- More than one-half of the respondents received at least one promotion since 1998.
- Overall, women of color earn 37 percent more than they did in 1998.
- Respondents' current satisfaction with compensation is high.

Upward movement, along with increased salary, is an accepted indicator of career success. To gain authority and influence in an organization, an individual must reach a certain level in the organizational hierarchy. In turn, for any particular demographic group to gain authority in an organization, a minimal number of people from that group must reach high levels in the organization. This is especially true for those groups that experience a low status in the larger society.

From a business perspective, organizations stand to benefit from diversifying upper levels of management. The quality of decision-making is enhanced by broadening the perspectives of those involved. In addition, power imbalances in organizations—for example, when white women or people of color are not represented in upper management at all—are de-motivating to group members and reduce the likelihood that they will participate and excel to their fullest potential.

Getting more women of color into the upper ranks of organizations is important for both the effectiveness of the organizations and for women of color themselves. Given the barriers that impede the progress of women of color (see prior Catalyst studies and Chapter 5 herein), an important question to consider is how these women have earned their promotions.

Majority Were Promoted
Fifty-seven percent of women received at least one promotion, including those who took higher-level jobs when they changed companies. This rate is consistent with other studies of white women and women of color.
Almost one-third of the sample had at least one lateral move since 1998. Lateral moves include changes in work, usually without a change in salary or job level, either by changing business units or functions at the same company or by moving to a different company altogether. About one-quarter of the lateral moves are linked to change in occupation or field. Research on African-American women has cited “out-spiraling waves” in which the women change employers or functions as a key strategy for moving up in their careers.1 Downward moves were reported least frequently (by 9 percent of the sample).

Few Are Dismissed or Laid Off
While most of the women of color in this sample experienced career progress, 4 percent of our total sample left their organizations involuntarily, i.e., they were dismissed or laid off. Four percent is lower than other reported involuntary turnover rates over similar time periods.1 African-American women were the most likely to be laid-off.

Turnover, whether involuntary or voluntary, is especially regrettable for underrepresented groups, including women of color. Lay-off and termination decisions are not based solely on the employee’s performance,6 but can also take into account issues that may impede performance (e.g., bad relationship with manager or lack of openness in the work environment). A quote from an Asian-American woman survey respondent, about a company she joined after leaving her 1998 employer, illustrates this:

"I was just laid off by [my company], a startup that virtually purged all women and most people of color in the Northeast. They...now have a demographic that is circa 1960, pre-affirmative action. I made a decision to take a stand when anti-Asian sentiments were vocalized publicly and was laid off 24 hours later."

More Positive Attitudes Among Those Promoted. Catalyst’s data shows that women of color who were promoted are more likely to feel positively toward their companies. Women who have been promoted are also less likely to perceive barriers to advancement at their companies.
Commitment to the organization is especially high among those women who received multiple promotions at their companies.

**Figure 4: Commitment by Promotion Status (strongly/somewhat agree)**

<table>
<thead>
<tr>
<th>Zero promotions</th>
<th>One or more promotions</th>
<th>Two or more promotions</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am proud to tell others that I am part of this organization</td>
<td>54%</td>
<td>71%</td>
</tr>
<tr>
<td>I am extremely glad that I chose this organization over the others that I was considering at the time</td>
<td>60%</td>
<td>67%</td>
</tr>
</tbody>
</table>

**MANAGER CALL TO ACTION**

*Good Relationships with Managers Related to Upward Movement.* Women who have moved up since 1998 reported more favorable relationships with their 1998 managers than those who remained at the same job levels. The relationships were better along several dimensions, including the manager’s provision of sponsorship, career development, and quality of the interpersonal relationship.
The perceived power of a manager to negatively affect the upward movement of employees is exemplified by the following quote from an Asian-American respondent:

“My supervisor and his boss were so threatened by me that they kept me under wraps and prevented me from getting exposure. In spite of my education, training, and skills, I was never able to achieve any kind of standing in the company. All the recognition I got was at industry gatherings and technical meetings where I could shine because of the skills I had!”

**Compensation Has Increased Since 1998**

Increased compensation is another standard indicator when evaluating career success. Overall, the sample earns 37 percent more than they did in 1998.

<table>
<thead>
<tr>
<th>Table 3: Financial Compensation (Mean)</th>
<th>1998</th>
<th>2001*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>$81,311.42</td>
<td>$111,719.79</td>
</tr>
<tr>
<td>Asian-American</td>
<td>80,614.07</td>
<td>111,393.48</td>
</tr>
<tr>
<td>African-American</td>
<td>82,400.44</td>
<td>112,374.33</td>
</tr>
<tr>
<td>Hispanic</td>
<td>78,575.41</td>
<td>110,013.95</td>
</tr>
</tbody>
</table>

*Full-time employees only*

The increase in compensation among women of color appears to be consistent with increases experienced by white women.
Majority Satisfied with Pay. The majority of women of color surveyed report satisfaction with their pay. There has been little change in these satisfaction levels since 1998. The majority of respondents in 2001 (58 percent) also report that their pay is comparable to that of those with similar jobs at their companies. As would be expected, those who moved up have experienced much greater salary growth than those who remain at the same job levels.

Figure 6: Satisfaction with Pay, 1998 and 2001 Samples by Race/Ethnicity

<table>
<thead>
<tr>
<th></th>
<th>1998</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total sample</td>
<td>54%</td>
<td>58%</td>
</tr>
<tr>
<td>Asian-American</td>
<td>50%</td>
<td>57%</td>
</tr>
<tr>
<td>African-American</td>
<td>53%</td>
<td>57%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>62%</td>
<td>60%</td>
</tr>
</tbody>
</table>

END NOTES


3 That the majority of our respondents were promoted at least once in three and a half years is consistent with past patterns among the same respondent pool. In Catalyst's 1999 study, Women of Color in Corporate Management: Opportunities and Barriers, the average length of time in job grade was 3.6 years. It is also somewhat consistent with a study of white women and men that found the average length of time in job grade for white women was 2.6 years, and for white men was 3.3 years (Cornell University and Ray & Berndtson Associates, Database of senior executive pay, 1994).


KEY FINDINGS

The women of color surveyed employ several key strategies to succeed—with a greater emphasis than in 1998 on the importance of networking and mentoring.

- Leading success strategies haven’t changed for women of color since 1998.
- Women of color demonstrate heightened awareness of the importance of informal networking with influential colleagues.

- The number of women of color with mentors has increased substantially since 1998, from 35 percent to 58 percent.
- Multiple mentors are key: the greater the number of mentors that respondents currently have, the greater the number of promotions they have received.

Success Strategies Remain the Same; Networking More Important in 2001

In Catalyst’s 1998 survey, African-American, Asian-American, and Hispanic women were in agreement about the major factors that were crucial to their career advancement in their companies. In 2001, the rankings remain identical and, percentage-wise, each item has increased slightly in importance: access to high-visibility assignments (62%); communicating well (57%); performing over and above expectations (57%); and having an influential mentor or sponsor (52%).

The one major change is the heightened importance of informal networking with influential colleagues as a success strategy. In the 2001 survey, 49 percent of respondents cite networking as an important success factor, compared to 29 percent in 1998. In both years, however, it holds the same rank as the fifth most highly rated success strategy.

This boost in importance may be due to the recent abundance of books and seminars that focus on networking, as well as the increase in company-sponsored networks. Catalyst itself has been involved in all phases of the endeavor with two of our recent books: Creating Women’s Networks (Jossey-Bass, 1999) and Be Your Own Mentor (Random House, 2001).

More Women of Color Have Mentors Now than in 1998

For many employees, a mentor—defined as someone who usually holds a senior position and takes an active interest in developing the protégée’s career—is nearly essential. The mentor is responsible for providing the recognition, attention, and guidance needed for optimum personal and professional growth. A mentor may also

Women of Color in Corporate Management: Three Years Later
act as a coach, advising the mentee on the training needed to accomplish career objectives and gain the skills needed to compete. At times, the mentor may perform the role of advocate, intervening or providing guidance to help the protégée avoid or survive difficult situations.

In both the original *Women of Color* study and this one, survey respondents reported the lack of a mentor as the number one barrier to advancement. In the survey fielded in 2001, we collected information on the current status of mentorship among women of color, as well as additional information such as number and hierarchical level of mentors, which we present in this chapter.

There is a marked increase in the number of women of color who report having a mentor. Over half (58 percent) of the current sample report having a mentor, up from 35 percent in 1998.

The increase in the number of women with mentors is promising. To obtain a mentor, an employee typically must be perceived as skilled. The increase in mentorship among our sample suggests that potential mentors in organizations are more likely now than in 1998 to recognize talent and skill among employees even when those employees do not belong to the majority groups in the organizations.

**Presence and Number of Mentors Related to Upward Movement.** Over two-thirds (69 percent) of those with mentors in 1998 were promoted, compared to 49 percent of those with no mentors at the time of the survey.

In addition, the greater the number of mentors that respondents currently have, the greater the number of promotions they have received.

![Figure 7: Percent Promoted, by Number of Mentors, in 2001](image)

The following quote from an African-American respondent illustrates the importance of mentorship:

"In my company, my career advancement has been directly tied to whether I had a mentor. In my 24 years, I have had three upper-level managers guiding and coaching me. At this time, I have a mentor who is aware of my career goals. I feel confident that I will advance to a higher level with his help."

The fact that women of color now have greater access to mentors is an encouraging indicator of future career growth. As will be discussed in the Recommendations Chapter, Catalyst encourages organizations to take steps to facilitate the mentoring of women of color.
African-American Women Most Likely to Have Mentors. While the prevalence of mentors was almost the same for all three racial/ethnic groups in 1998, and all groups experienced a rise in mentors in the new study, African-American women had the greatest increase. They are now the group that is by far the most likely to have mentors (62 percent).

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>1998</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian-American</td>
<td>37%</td>
<td>51%</td>
</tr>
<tr>
<td>African-American</td>
<td>35%</td>
<td>62%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>35%</td>
<td>52%</td>
</tr>
</tbody>
</table>

Notably, African-American women have not only experienced the greatest increase in having mentors; they are also more likely to report having white male mentors now (31 percent) than they were in 1998 (22 percent, suggesting that white men are becoming more likely to develop relationships with and perhaps recognize talent among African-American women).

Women More Prevalent As Mentors. At the time of the first survey, most women of color had men as their primary mentors. While white men as mentors remain at the same level in 2001, women of color are now more likely to identify women as their mentors, and less likely to cite men of color.

<table>
<thead>
<tr>
<th>Gender of Mentors</th>
<th>1998</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>White Men</td>
<td>35%</td>
<td>35%</td>
</tr>
<tr>
<td>Men of Color</td>
<td>19%</td>
<td>33%</td>
</tr>
<tr>
<td>White Women</td>
<td>16%</td>
<td>21%</td>
</tr>
<tr>
<td>Women of Color</td>
<td>16%</td>
<td>25%</td>
</tr>
</tbody>
</table>
**Level and Location of Mentors.** More and more women of color are beginning to understand the value of having diverse mentors and are looking both inside and outside their organizational structures for guidance. Most primary mentors are employed within the same organizations as their protégées. Mentors who work outside their protégées’ organizations—who typically have less direct influence on women’s careers at their companies—are now more prevalent. Twenty-six percent of respondents have outside mentors today, compared with 15 percent in 1998.

About one-half of the women have a mentor several job levels above their own—typically, the most powerful type of mentor. Only 11 percent consider a peer to be a mentor.

**Figure 10: Current Mentor Role/Relationship, 2001 Sample**

<table>
<thead>
<tr>
<th>Mentor Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Several job levels above</td>
<td>51%</td>
</tr>
<tr>
<td>Higher level, but not supervisor</td>
<td>23%</td>
</tr>
<tr>
<td>Supervisor</td>
<td>15%</td>
</tr>
<tr>
<td>Peer</td>
<td>11%</td>
</tr>
</tbody>
</table>
CHAPTER 5: OUTLOOK ON OPPORTUNITIES

- Barriers to Advancement
- Job Satisfaction and Future Prospects
- Opportunities for Advancement

KEY FINDINGS
Women of color in this study are less hopeful about their career prospects than they were in 1998. Respondents cite the same barriers to advancement that they initially cited in 1998.

- Attitudes of women of color about career barriers are basically the same as they were three years ago.

- While satisfied with their overall career progress, respondents report that prospects for promotion in their current companies are limited.

- In 2001, women of color are less likely than they were three years ago to believe that their potential to achieve senior leadership positions has improved over time.

Women of Color Report No Change in Barriers to Advancement
Despite the national discourse and emphasis on diversity policies and programs in corporate America, the attitudes of women of color about career barriers are basically consistent with the attitudes they had three years ago.

<table>
<thead>
<tr>
<th>Figure 11: Most Common Career Barriers, 1998 and 2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not having influential mentor or sponsor</td>
</tr>
<tr>
<td>Lack of informal networking with influential colleagues</td>
</tr>
<tr>
<td>Lack of company role models of the same racial/ethnic group</td>
</tr>
<tr>
<td>Lack of high-visibility assignments</td>
</tr>
<tr>
<td>1998</td>
</tr>
<tr>
<td>------</td>
</tr>
<tr>
<td>51%</td>
</tr>
<tr>
<td>38%</td>
</tr>
<tr>
<td>35%</td>
</tr>
<tr>
<td>23%</td>
</tr>
</tbody>
</table>

As noted earlier, Catalyst's research finds that many women of color lack mentors and find themselves excluded from networks of influential colleagues. The lack of role models from one's same racial/ethnic group can make it difficult for a woman of color to learn how to navigate corporate work environments.

Job and Career Satisfaction High, Though Advancement Prospects Limited
Consistent with 1998, the majority of women of color respondents feel satisfied and successful in their careers. However, respondents report that opportunities, such as prospects for promotion, in their current companies are limited.
While women report that their jobs are satisfying, they are less likely to report good promotion or advancement prospects.

**Figure 12: Aspects of Job and Career Satisfaction, 2001 Sample (percent strongly agree/agree)**

- The type of work that I do interests me: 90%
- Job gives chance to do intellectually challenging work: 79%
- Job gives chance to learn new skills and develop my talents: 75%
- Job helps me make progress towards my career objectives: 58%
- Good prospects for promotion in this company: 38%
- Satisfied with opportunity in this organization for advancement: 35%

**Declining Opportunities for Advancement**

In 2001, women are less likely to feel that opportunities to advance to senior leadership within their companies have improved during the past three years (27 percent) than they were in 1998 (48 percent).

**Figure 13: Perceptions of Improvement in Opportunities, 1998 and 2001 by Race/Ethnicity (improved greatly/somewhat)**

- Hispanic (n=52): 1998: 49%, 2001: 35%

Indeed, women are more likely in 2001 to report that opportunities for women of their own racial/ethnic groups to advance to senior leadership positions in their companies have declined (32 percent) compared to 1998 (15 percent).

African-American women are the most likely to say that opportunities have declined (37 percent) rather than improved (24 percent) in the past three years.
Figure 14: Perceptions of Decline in Opportunities, 1998 and 2001 by Race/Ethnicity
(declined greatly/somewhat)

<table>
<thead>
<tr>
<th></th>
<th>1998</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total sample</td>
<td>15%</td>
<td>32%</td>
</tr>
<tr>
<td>Hispanic (n=52)</td>
<td>16%</td>
<td>24%</td>
</tr>
<tr>
<td>Asian-American (n=57)</td>
<td>9%</td>
<td>23%</td>
</tr>
<tr>
<td>African-American (n=159)</td>
<td>17%</td>
<td>37%</td>
</tr>
</tbody>
</table>

The following quote from an African-American woman describes the reported persistence of double standards and discrimination and helps to illustrate why this group is most likely to say that opportunities have declined:

"Over the last five years, I have observed that African-American women are losing ground, while opportunities for white women have improved significantly...Hispanic and Asian women are often not given consideration at all. [My company] is very much interested in diversity for hiring and promotions but the diversity is interpreted as white females and non-U.S. white males. While I have personally benefited financially and professionally over my 28-year career, I believe that I would be several levels higher if I were not an African-American female."
KEY FINDINGS
When women of color leave, they have "moved out to move up." Companies must create open, more inclusive work environments to retain women of color managers.

- Lack of advancement opportunities is the top motivation for leaving 1998 employers, followed by work environment factors, such as having a difficult manager.
- Those who left their companies achieved the most upward movement, measured by number of promotions and increases in salary.
- Respondents who left their organizations since 1998 now earn an average of almost $17,000 more than those who stayed.
- Women who left their 1998 employers report fewer career barriers than women who are still with their 1998 employers.
- Women of color tend to stay in organizations that have more "open" work environments—those that are not rigidly hierarchical and that allow a variety of behavioral styles.

The high costs associated with turnover are well documented, and for women of color, these costs are especially high given their smaller numbers. Catalyst was especially interested in tracking turnover for this group of educated and experienced women.

Three Out of Four Women of Color Stayed with Their 1998 Employers*
Respondents were asked if they are currently with the same employers that they were with when Catalyst contacted them in 1998. Responses did not vary by racial/ethnic group.

Figure 15: Percent of Women Who Stayed with 1998 Employers, by Race/Ethnicity (n=368)

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hispanic</td>
<td>76%</td>
</tr>
<tr>
<td>Asian-American</td>
<td>79%</td>
</tr>
<tr>
<td>African-American</td>
<td>74%</td>
</tr>
</tbody>
</table>

* Panel studies (a longitudinal study, where the same respondents participate in the research over time) typically lose people over time due to their relocating. Due to this loss, and because people who move are more likely to have changed jobs than those who did not move, our study's results probably underestimate the turnover rate of the original sample. Other research cites turnover rates in large firms for all employees varying between 30 percent and 38 percent for a 3 to 4 year period.
Career-related and Work Environment Issues Are Top Reasons for Turnover

The most frequently cited reasons for leaving relate to the women’s aspirations to earn more money (39 percent), gain promotions (38 percent), and increase their skills (23 percent). Catalyst’s advisory work and other research have demonstrated that having career development opportunities greatly affects employees’ intentions to remain with their organizations. The women in this survey report the following work environment-related reasons for leaving: difficult manager (30 percent); to find an environment more supportive of women of her racial/ethnic group (23 percent); and hostile work environment (21 percent).

The following quote from a Latina survey respondent illustrates the extent to which advancement potential affects retention:

“When I hired into this company 25 years ago, it was an excellent decision and an opportunity to ‘prove’ I was worth their investment...[but] I don’t plan on staying much longer despite my long service. I’m very underutilized and do not feel a commitment at all for upward mobility of Latinas in this company. We are sorely underrepresented, and there’s no effort from the company’s leadership to change that. So, it is time for me to move on.”

Other reasons that respondents gave for leaving their 1998 employers include issues relating to their development and work environment, changes in their professional goals or work, family reasons, and being dismissed or laid off.

<table>
<thead>
<tr>
<th>Table 4: Reasons for Leaving</th>
<th>Percent Selected</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Career-related reasons</strong></td>
<td></td>
</tr>
<tr>
<td>Earn more money</td>
<td>39%</td>
</tr>
<tr>
<td>Gain promotions</td>
<td>38</td>
</tr>
<tr>
<td>Increase their skills</td>
<td>23</td>
</tr>
<tr>
<td><strong>Development and work environment</strong></td>
<td></td>
</tr>
<tr>
<td>Difficult manager</td>
<td>30%</td>
</tr>
<tr>
<td>To find an environment more supportive of women of her racial/ethnic group</td>
<td>23</td>
</tr>
<tr>
<td>Hostile work environment</td>
<td>21</td>
</tr>
<tr>
<td>Increased visibility</td>
<td>16</td>
</tr>
<tr>
<td>Had to make too many adjustments to fit in</td>
<td>13</td>
</tr>
<tr>
<td>Have better chance of getting mentor or sponsor</td>
<td>10</td>
</tr>
<tr>
<td><strong>Change in professional goals or work</strong></td>
<td></td>
</tr>
<tr>
<td>Change type of work</td>
<td>18%</td>
</tr>
<tr>
<td>Consultant or freelance</td>
<td>11</td>
</tr>
<tr>
<td>Start own business</td>
<td>10</td>
</tr>
</tbody>
</table>
| A work environment more supportive of family & personal commitments | 17%
| Dismissed/laid off           | 16%              |
Why They Leave—Moving Out to Move Up
As expected, Catalyst found evidence of greater upward mobility among respondents who left their organizations, based on the criteria of job level and salary. This finding is consistent with other research that links this strategy to greater career success for women.5

Research on African-American women has found that changing employers is often prompted by the realization that further advancement within a current company is blocked by an immediate manager who is perceived as racist or sexist.5

In this study, our survey data show that the primary reasons for leaving are linked to desires for advancement and higher compensation—followed closely by issues with the immediate manager and work environment.

Those Who Left Earn More Money, Received More Promotions, and Are at Higher Levels
Respondents who left their organizations since 1998 now earn an average of almost $17,000 more than those who stayed, even though both groups averaged the same income (approximately $81,000) in 1998.

**Figure 16: Average Compensation of 2001 Sample, by Leavers and Stayers**

<table>
<thead>
<tr>
<th></th>
<th>Women who stayed</th>
<th>Women who left</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Compensation</td>
<td>$105,699</td>
<td>$122,501</td>
</tr>
</tbody>
</table>

Looking only at those who were promoted, the salary gap between stayers and leavers is even more pronounced. Those who left and moved up earn almost $30,000 more than those who stayed and were promoted, though they were within $1,000 of the same salary in 1998.

**Figure 17: Average Compensation of Those Promoted, by Leavers and Stayers**

<table>
<thead>
<tr>
<th></th>
<th>Women who stayed</th>
<th>Women who left</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Compensation</td>
<td>$114,137</td>
<td>$142,743</td>
</tr>
</tbody>
</table>

Additionally, women who left are more likely to have had multiple upward moves than women who stayed (23 percent compared to 16 percent) and are more likely to have changed job levels. Specifically, 65 percent of women who left went up at least one job level, in contrast to 34 percent of women who stayed.
Women Who Left Experience Fewer Career Barriers

Women who stayed with their 1998 employers report barriers to advancement more frequently than women who left. In order to take into account the "honeymoon period" that new employees often experience (when they have fresh, often more favorable perspectives about their work environments), the following results are based on only those women who have been with their employers for at least six months.

Figure 18: Barriers to Career Advancement, 2001 Sample by Stayers and Leavers

<table>
<thead>
<tr>
<th>Barriers</th>
<th>Stayed with employer</th>
<th>Left employer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not having influential mentor or sponsor</td>
<td>33%</td>
<td>53%</td>
</tr>
<tr>
<td>Lack of company role models of the same racial/ethnic group</td>
<td>16%</td>
<td>38%</td>
</tr>
<tr>
<td>Lack of high-visibility assignments</td>
<td>14%</td>
<td>33%</td>
</tr>
<tr>
<td>Family commitments</td>
<td>4%</td>
<td>16%</td>
</tr>
</tbody>
</table>

Why they Stay—Managers and Management Influence Retention

Catalyst's prior research suggests that the women's 1998 evaluations of their managers and management would predict whether or not they were still with their companies in 2001. Results from the current study provide strong evidence that this is the case.

What predicts retention? We were able to use respondents' comprehensive data about their work environments in 1998 to predict their subsequent movement. In analyzing retention, the only respondents we excluded were those who had retired. We combined responses to several questions from the 1998 survey and created the following factors that predict retention:

- "The quality of relationship with manager" captures the support and sponsorship the manager extends and the extent to which the manager facilitates career and personal development. Sample items include "my manager provides opportunities for visibility," "my manager is comfortable interacting with me," and "my manager strongly considers my goals and values."

- "Management's role in diversity efforts" assesses the degree to which management is involved in and held accountable for diversity efforts. Sample items include "my senior management demonstrates strong commitment to diversity by hiring a diverse workforce" and "managers are rewarded for achieving the company's diversity goals."

- "The openness in the work environment" involves employee input and decision-making power and perceptions of inclusion. Sample items include "differences in behavioral style are encouraged" and "upper management keeps employees informed about what's going on."

* See Appendix I for full list of items that make up these factors.
In summary, Catalyst’s analyses show that when women of color perceive that their management is committed to diversity and experience high quality relationships with their direct managers, they are likely to view their work environments quite favorably, and in turn, are more likely to stay.

**CALL TO MANAGERS**

When women of color view the quality of their relationships with their managers as positive, they are more likely to stay.

High quality relationships are exemplified by managers who map out goals with their direct reports, are available to address problems, provide visibility and sponsorship, help with political navigation, and take pride in and are perceived to fairly evaluate performance.

The positive power of a manager’s influence is exemplified in the following quote from a Latina respondent:

"In the last two-and-a-half years, my career outlook changed for the best. I seem to have the ‘right’ boss...one that values me and my contributions and makes me feel empowered. Right now I feel happy with my career, my contribution to the company, and potential future opportunities. I never felt like this before in my 16 years with this company. My boss made the difference."

END NOTES

CHAPTER 7: Recommendations for Organizations and Managers

The findings on the retention and upward movement of women of color in this study are closely linked. The most obvious link is that women of color can be "pulled" away from current employers by organizations that offer greater job mobility. If employers improve advancement opportunities, they will be more likely to retain these women. Similarly, good relationships with managers are positively linked to both retention and promotion of women of color. A work environment that is not rigidly hierarchical and allows a variety of styles increases retention, and should make it easier for employees to work effectively and experience career growth.

In this chapter, we provide recommendations for companies looking to create the environment and the opportunities necessary to effectively retain and advance women of color. Because the role of immediate managers of women of color is so key, we include a section on recommendations specifically for individual managers.

Using Catalyst's organizational change framework, our recommendations are grouped under the following categories:

<table>
<thead>
<tr>
<th>Organizational Change Framework</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Fact-based assessment of current state</td>
<td>The basis for effective strategy development and dealing with resistance</td>
</tr>
<tr>
<td>2. Top management commitment, communication, and the articulation of the business case</td>
<td>Necessary to drive change</td>
</tr>
<tr>
<td>3. Work environment strategies</td>
<td>Necessary to create a more inclusive culture</td>
</tr>
<tr>
<td>4. People management systems</td>
<td>Recruiting, evaluation, development, and promotion systems that support a level playing field</td>
</tr>
</tbody>
</table>

RECOMMENDATIONS FOR ORGANIZATIONS

1. Fact-Based Assessment of the Current State of Your Organization

Examine overall organizational culture.
- Probe employee perceptions of the culture, their career expectations, what drives intentions to leave or stay, how they balance their work and personal lives, and whether or not they believe management operates inclusively and develops a diverse leadership corps.
- Establish a baseline for ongoing measurement of HR data and survey responses.
- Create a clear understanding of representation, hiring, and turnover patterns.
- Map the strengths and weaknesses of current programs and policies.
Gather examples of internal best practices on topics important to your efforts.
Solicit recommendations for practical solutions.
Establish implementation priorities based on employee needs.

If your organization has recent employee satisfaction data and other analyses of workplace effectiveness, you can incorporate and build on this information.

Examine differences in employee subgroups.
Companies can learn about differences in their employee subgroups through internal research such as focus groups, surveys, and regretted loss interviews. These efforts can examine differences in responses of various subgroups—racial, ethnic, gender, age, etc.—on a range of questions about the corporate culture, work environment, and supervisory effectiveness. Findings from internal research can be used to tailor programs and policies and to challenge managers’ assumptions about different employee subgroups. Also, repeated use of questions can measure change in the culture and work environment over time.

2. Top Management Commitment, The Business Case, and Communication
Ensure top management commitment.
Commitment from the top levels of organizations is essential to any business initiative, including those related to diversity. This research demonstrates that senior management commitment to diversity increases retention of women of color.

Senior commitment to diversity should extend beyond the CEO’s office. Organizations can ensure a breadth of leadership support by designating influential senior executives to champion diversity initiatives. And to ensure top management commitment throughout changes in leadership, organizations need to include commitment to diversity as a criterion in top management succession planning processes.

Develop and communicate the business case.
As part of top-level commitment, a “business case” for inclusion and diversity must be developed. Each organization has to articulate its own “business case” that includes all the specific ways in which capitalizing on diversity—or failing to address diversity issues—affects bottom line results and the well-being of the organization.

Framing diversity efforts within the context of the business case will help top management:
- Focus on core institutional goals and issues.
- Assure that the diversity is treated as a key business issue.
- Develop and lead an effective change initiative.

Women of Color in Corporate Management: Three Years Later
In communicating the business case to employees, senior executives give their direct reports tangible reasons to make a commitment to change and to explain to their employees how they will benefit personally from diversity initiatives.

**Communicate leadership commitment.**

To successfully drive change and the development of an open and inclusive culture, the CEO and senior management must communicate their commitment to women of color in corporate management. Communication can include sharing success stories, debunking myths, modeling behavior, and communicating vision. Multiple communication channels can be used, including:

- Speeches and presence at meetings with diversity councils, and/or hosting diversity meetings or "summits."
- Written communication. Examples include: letters by CEO/senior management, diversity mission statement, diversity brochures, articles in newsletters, community involvement (including minority supplier programs).

3. **Work Environment Strategies**

**Increase the openness and inclusivity of work environments.**

Research has shown that organizations with work environments that allow for more participative decision-making tend to be more adaptable to changing business conditions. This study demonstrates that inclusive corporate environments foster organizational commitment and retention of employees. These are the workplaces where people do not have to make a lot of adjustments to "fit in," and where differences are valued. Differences within and among employee groups can only be valued when they are recognized. For example, decreasing the number of adjustments required of women of color to "fit in"—thus increasing the intent of women of color to stay with their companies—will come about only when differences in background, values, and expectations are recognized and can be accepted and affirmed.

**Develop short-term goals that focus on raising awareness.**

Creating an inclusive culture and work environment where women of color feel valued and are able to contribute successfully and compete for leadership roles cannot be achieved by quick fixes, isolated programs, or "one size fits all" efforts. However, short-term, quick-win approaches are important parts of a long-term strategy, specifically for kicking off and building ownership and momentum for an initiative.

Short-term goals are most likely to succeed when they focus on raising awareness and changing organizational and individual behaviors. Typically, business organizations change employees' behaviors through their performance appraisal and rewards systems. To change organizational behaviors, it is necessary to change how resources are allocated. Resources in this regard must include both financial and social capital, i.e., empowerment, status, trust, access to informal networks and channels of communication, and recognition and rewards appropriate to contributions.
Support the creation and ongoing activities of employee networks for women of color. Catalyst’s research with corporate women’s groups shows that they perform a number of critical tasks that would benefit women of color, including the following:

- Advising senior management, often through HR or a diversity council, on the issues facing network members as a group
- Organizing networking events for members
- Setting up mentoring programs and speakers’ series
- Profiling the contributions of senior employees in the company who can serve as role models to younger members

4. People Management Systems

Improve assessment of performance.

Because people who are perceived as talented typically have an easier time finding mentors, organizations must ensure that they are assessing performance objectively. The fair and full recognition of talent will help skilled women of color gain access to mentors.

Review managers’ performance evaluations by race/ethnicity and gender of subordinate.

Measure and compare time in grade for women of color and other employee subgroups. Differences may result from subtle racism—stereotypes and assumptions about abilities and suitability for certain roles and risk aversion on the part of their (largely) white male managers. That is, some researchers have suggested that women of color advance at a slower pace because (1) their managers perceive it is riskier to promote them than individuals from more traditional employee groups with whom they are more familiar and, perhaps, more comfortable and (2) their managers are afraid their AA/EO-mandated goals will be negatively impacted by promoting talented women of color out of their departments.

Hold managers accountable for the retention and advancement of women of color.

Managers are accountable for business results and rewarded for good outcomes with increased compensation and bonuses. If diversity goals are integrated into the overall business goals of managers, success or lack thereof will be recognized in the same way. Financial incentives and disincentives are most likely to have an impact when they constitute 25 percent or more of financial incentives and disincentives.

Provide adequate training for managers of women of color.

Effective management of diverse work teams requires at least a minimum of the following:

- Organizing, planning, and controlling staff’s work flow
- Motivating staff to perform
- Active listening
- Giving frequent and useful feedback
- Forming collaborative relationships and influencing peers
Dealing effectively with difficult personalities
Resolving conflicts
Providing career planning

Ensure access to mentors.
The existence and numbers of mentors were significantly related to promotions for the women of color in this study. With these findings in mind, organizations need to provide access to potential mentors. Make sure that forums exist where women of color can gain exposure to senior-level people who may be available as mentors. Develop or improve formal mentoring programs so that women of color can participate in such programs and benefit from them.

Ensure representation of women of color on slates for promotions and high-visibility assignments.
Monitor the representation of women on slates for promotions and key developmental assignments. Also, monitor whether women of color continue to reappear on slates without ever being selected. When this occurs, managers should be challenged to specify what would prepare these women to successfully compete for promotions and stretch assignments and to develop a targeted plan for how the organization will provide the skills and competencies that would lead to their selection.

Identify opportunities for high-visibility assignments for women of color.
Such opportunities could include membership on task forces and committees, for instance.

RECOMMENDATIONS FOR MANAGERS
As stated throughout the report, good relationships with managers are positively linked to both retention and promotion of women of color. Because of the significance of this relationship, Catalyst has developed the following set of recommendations for individual managers of women of color professionals.

Self-assess.
Examine your own opinions, assumptions, and behavior. It is often uncomfortable to examine one’s own biases, but it is necessary if you are going to be an effective manager of a diverse work team. As much as possible, you should “get comfortable with being uncomfortable” as you ask yourself the following:

- How inclusive are you about socializing with those from different backgrounds (e.g., going out after work)?
- What priority do you give to providing institutional supports to staff members who are from backgrounds different from yours?
- Do your expectations for the performance of your women of color staff vary from your other staff?
- Do you ever use stereotypical assumptions about different groups?
How do you assess competence?
Are you strictly looking at job performance?
Do you assume competence when a staff member has similar cultural knowledge, speech, and behavioral style as you?
How aware are you of the status and privilege that comes with your own particular background?
Do you judge very successful women of color as "exceptions?"
How comfortable are you acknowledging superior expertise in someone from an "outsider" group?

Commit: Publicly commit to diversity and open up the loop.
Open up the communications loop. Be sure that you do not exclude women of color from the information loop. Invite them to important meetings and copy them on messages.
Broaden the groups of people that you interact with informally. Go outside your comfort zone and invite those from different backgrounds to outings/events.
Publicly commit to broadening your perspective. As you educate yourself about diversity issues, let your staff know that you are doing this.
Be accountable. Commit to behaving more inclusively. Invite your staff to hold you accountable, and commit to regular updates and feedback sessions with your staff.

Emphasize the credibility of women of color.
Short circuit stereotypical assumptions about competence.
Showcase the qualifications of your new women of color staff members when you introduce them to others at work.
Periodically remind others of the skill and competence of your staff.
Process and respond to feedback about your staff's performance that you get from others, but do not make negative statements about their ability or potential. Restrict such negative statements to your line of management or Human Resources.
If others make dismissive or disparaging remarks about your staff, immediately challenge them.
Challenge any misattribution of performance. If your staff member has just done an excellent presentation and you hear colleagues casually stating that she obviously had a lot of help, reinforce that she did it herself.

Support the authority of women of color.
If colleagues, or her subordinates, try to undermine your staff member's authority, do not allow it. As one senior-level African-American woman told us:
"I've had situations where people go around me to the boss. I've been very fortunate that when I've had those situations, I could go to my boss and say, 'You're going to have to make a decision here. If everybody's going to bypass me and go directly to you, and you make the decision, you're undermining me.' "

Women of Color in Corporate Management: Three Years Later
Evaluate current job performance with a focus on outcomes.
Avoid the tendency to micromanage or dictate a narrow style. Focus on evaluating work outcomes.
- Allow leeway in behavioral and work style (to the extent feasible in your organization).
- Do not let your overall assessment of someone's performance be driven by how similar they are to you in style and background.

Create plans for long-term development of women of color.
Male managers often limit their performance discussions with female direct reports to how well they are doing their present jobs. In contrast, Catalyst found that male managers spend time in performance reviews with their male direct reports talking about their positioning for their next assignments. As a manager, you need to give women of color frequent and useful feedback about their performance along with discussions about short- and long-term career goals. As you discuss career planning, have high expectations of your staff.

Push for inclusion of women of color in career development programs.
Programs might include "stretch" assignments, specialized training, high potential identification.
Identify opportunities for high-visibility assignments. These could include membership on task forces, committees, etc. Coach your staff member on strategies for increasing her attractiveness as a candidate. Again, hold high expectations for your staff.

Create mentoring opportunities.
Expose your staff to senior people who may be available as mentors. Facilitate your staff's participation in any formal mentoring programs that exist. If necessary, create a peer mentor "buddy" program to help newer employees feel a sense of inclusiveness.

Help women of color establish broader power bases, if necessary.
Depending on how open your organization is to outsider groups at senior levels, your staff member may need more credentials and power than those she competes with to receive key positions. Help her to:
- Develop specialized expertise and credentials through additional training and educational degrees.
- Identify and join external power coalitions, such as professional associations with invited memberships or elected positions in respected organizations.
- Leave the organization to obtain highly sought after industry experience—-with plans to return.
- Develop exceptional job performance—then, as her manager, showcase it.

All of these recommendations, based on Catalyst's growing knowledge and expertise about women of color in business will help both managers and organizations create the environment and the opportunities necessary to effectively retain and advance this valuable segment of the workforce.
APPENDIX I: 1998 SURVEY ITEMS FOR RETENTION

Quality of Relationship with Manager
a. Really cares about my well-being
b. Strongly considers my goals and values
c. Maps out clear departmental goals for me
d. Is available for help when I have a problem
e. Is willing to extend him/herself to help me perform to the best of my ability
f. Takes pride in my accomplishments at work
g. Provides opportunities for visibility
h. Helps me understand the politics of the workplace
i. Has high expectations of my performance
j. Is comfortable interacting with me
k. Evaluates my performance fairly
l. Cares about my general satisfaction at work
(Reverse coded responses)
m. Shows very little concern for me
n. Undermines my authority

Openness in Work Environment: Employee Input and Decision-making Power

Management’s Role in Diversity Efforts
a. My senior management demonstrates strong commitment to diversity by hiring a diverse workforce
b. My senior management demonstrates strong commitment to diversity by placing women of my racial/ethnic group in senior leadership positions
c. My manager is held accountable for the advancement of women of my racial/ethnic group
d. Managers are rewarded for achieving the company’s diversity goals
e. Managers receive adequate training in how to manage a diverse workforce

Openness in Work Environment, Employee Input, and Decision Making Power
a. Differences in behavioral style are encouraged
b. It is appropriate for employees to initiate discussions with higher ranking employees
c. Decision-making is shared across levels
d. It is appropriate for employees to challenge the way things are done
e. Upper management keeps employees informed about what’s going on

Women of Color in Corporate Management: Three Years Later
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WOMEN OF COLOR

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.

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.

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.

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.

BE YOUR OWN MENTOR

Catalyst’s studies, including Women of Color in Corporate Management: Three Years Later, reveal that having a mentor is a crucial key to success— one that many women in today’s workforce simply do not have. Catalyst President Sheila Wellington, in the new book she and Catalyst have written, Be Your Own Mentor, outlines a step-by-step guide to advancement. Issues ranging from how to master the art of networking to negotiating a salary are covered. In addition, the book provides tips and advice on developing a successful style, managing time, creating opportunities, and generating visibility. Order your copy now at your favorite local or online bookstore.
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