Women and Men in U.S. Corporate Leadership

Same Workplace, Different Realities?

catalyst ®

ABOUT CATALYST

Catalyst is the leading research and advisory organization working with businesses and the professions to build inclusive environments and expand opportunities for women at work. As an independent, nonprofit 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. With offices in New York, San Jose, and Toronto, Catalyst is consistently ranked No. 1 among U.S. nonprofits focused on women's issues by The American Institute of Philanthropy.

Women and Men in U.S. Corporate Leadership: Same Workplace, Different Realities?

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Same Workplace,
Different Realities?

Although women occupy one-half (50.5 percent) of managerial and professional specialty positions in the United States,[1] they hold only 15.7 percent of corporate officer positions in the Fortune 500 (up from 8.7 percent in 1995),[2] and 13.6 percent of board directorships (up from 9.5 percent in 1995).[3] They hold only 7.9 percent of the Fortune 500 highest titles, and represent only 5.2 percent of top earners.[4]

Rampant speculation exists as to why there remain such small numbers of women at the top. Some say it is because women do not want to serve in leadership roles, while others think that women do not have what it takes to get there. Some believe that women possess the necessary skills, but that other demands compel them to "opt out." Still others believe that subtle, yet pervasive, barriers remain in the way of women who have the skill, desire, and ambition to occupy the top jobs. This study provides hard data that speaks directly to that debate and many other issues related to women in the workplace.

Catalyst finds many similarities between women and men executives:

● Women and men have equal desires to have the CEO job.

● Women and men report similar levels of work satisfaction; reasons they would potentially leave their companies; and strategies for advancing.

Catalyst also finds some striking and important differences between women and men executives:

● While both groups have overcome barriers on the way to their current positions, women report facing a host of stereotypes and environmental challenges that their male colleagues do not.

● Women have made more trade-offs and adopted more strategies to achieve balance than their male counterparts.

These findings represent a new level of knowledge about women executives. Previously, Catalyst investigated the reasons for women's underrepresentation in senior roles by asking women, themselves, about barriers to advancement. We also queried CEOs about their perceptions on this issue. In 1996, Catalyst published the findings of the pioneering study, *Women in Corporate Leadership: Progress and Prospects.* This study examined the attitudes and experiences of executive women working in Fortune 1000 companies, and compared them to the perceptions of Fortune 1000 CEOs. That report became a highly regarded benchmark among employers, across industries and geographic boundaries. Catalyst replicated that study in 2003, asking women and CEOs the same questions, to assess whether any change had occurred since 1996.

[1] Bureau of Labor Statistics, Current Population Survey, Annual Averages 2003.
[2] Catalyst, *2002 Catalyst Census of Corporate Officers and Top Earners,* (2002).
[3] Catalyst, *2003 Catalyst Census of Women Board Directors,* (2003).
[4] Catalyst, *2002 Catalyst Census of Corporate Officers and Top Earners,* (2002).

However, we knew that to gain a comprehensive understanding of the experiences of executive women, we need also explore the perceptions and experiences of executive men. With this study, Catalyst goes that one step further by comparing the attitudes and experiences of Fortune 1000 women and men executives directly below the CEO level. As a result, we can assess the impact of gender on shaping senior executives' work lives and attitudes.

With this study, Catalyst has opened a new chapter in our understanding of women in the workplace. We now know that women and men generally have the same goals—and use the same advancement strategies—but face very different barriers in their careers. These represent a call to action—for organizations and for women and men, themselves—while pinpointing specific areas in which making change is necessary. These changes necessitate, among other things, creating more inclusive work environments; implementing more open career development and advancement processes; and reinforcing communication mechanisms across gender and functional areas to facilitate increased understanding.

Study Respondents

Survey Respondents

Findings for this study are based on data from surveys completed by 705 senior-level women and 243 senior-level men who share similar backgrounds and characteristics. For example, they are similar in age and educational background.

Most respondents are white, while one in ten (10 percent women, 10 percent men) are people of color. Almost all of the men (97 percent) are married or living with a partner, while a lower percentage—but still a majority (81 percent)—of women are married or living with a partner. Just over one-half of women (51 percent) and men (57 percent) have children living with them.

Personal Demographics[5]	Women	Men
Age (mean)	**47**	**51**
Race/ethnicity		
Caucasian	90%	89%
African-American	5%	5%
Asian/Pacific Islander	1%	1%
Hispanic	2%	3%
Other	2%	1%
Education (highest degree received)		
Four years of college or less	22%	26%
Some graduate or professional study	15%	14%
MBA	27%	29%
JD	20%	11%
MA/MS	12%	9%
PhD	3%	6%
Marital status		
Single	8%	0
Married/Partnered	81%	97%
Separated/Divorced	10%	3%
Widowed	1%	1%
Children living with them		
Yes	51%	57%
No	49%	43%

All respondents hold positions at the vice president level and above, most within two reporting levels of the CEO. A much higher percentage of women (62 percent) occupy staff positions compared to men (44 percent). Conversely, the percentage of men (30 percent) who occupy line positions is higher than that of women (19 percent). An additional 19 percent of women and 26 percent of men hold positions that entail both line and staff responsibilities.

Women and men respondents are almost identical in terms of how long they have been at their companies and in their current positions, how long they anticipate spending in their current positions, when they expect to retire, and how many hours they work.

[5] All percentages in the charts on the following pages may not add up to 100% due to rounding.

Work-Related Demographics	Women	Men
Reporting level from CEO		
Direct report or one level	26%	37%
Two levels	50%	44%
Three or more levels	24%	20%
Functional role		
Line	19%	30%
Staff	62%	44%
Line and staff	19%	26%
Title		
Vice president	54%	51%
Senior vice president	23%	26%
Executive vice president	7%	8%
Director/Managing director/Executive director	2%	3%
Other	14%	12%
Years at current company (mean)	13	16
Years in current position (mean)	4	5
Years you anticipate staying in current position (mean)	8	8
Anticipated retirement age (mean)	58	60
Number of hours worked weekly (mean)	57	59

The industries that women and men respondents work in generally are similar, with two exceptions. Greater percentages of men work in the automobile/industrial manufacturing industry, while greater percentages of women work in the financial services industry. Women and men respondents also are similar in terms of the size of the companies in which they work.

Industry Demographics	Women	Men
Industry		
Advertising/public relations/broadcasting/publishing	3%	2%
Automobile/industrial manufacturing	8%	17%
Consumer products	10%	8%
Entertainment/foodservice/hotels/hospitality	4%	1%
Financial services/commercial banking/insurance	30%	17%
High-tech/computers/software/internet/telecomm	7%	9%
Pharmaceuticals/biotech/healthcare	6%	8%
Oil and gas/chemicals/energy utilities	10%	12%
Retail	8%	12%
Other	13%	13%
Company's annual revenue		
Less than $2 billion	9%	13%
$2 to less than $5 billion	20%	24%
$5 to less than $15 billion	32%	33%
$15 billion or more	40%	30%

Interview Respondents

Women and men interview respondents are representative of survey respondents. All hold positions at the vice president level and above, and the vast majority have a graduate degree. Most women and men have children and are married/living with a partner. Most of the sample is white; 15 percent of men and 30 percent of women are people of color.

Qualitative Respondent Demographics	Women (n=20)	Men (n=13)
Title		
Vice president	35%	38%
Senior vice president	35%	23%
Executive vice president	5%	23%
Director/Managing director/Executive director	0	0
Other	25%	15%
Race/ethnicity		
Caucasian	70%	85%
African-American	15%	15%
Asian/Pacific Islander	5%	0
Hispanic	5%	0
Other	5%	0
Education (highest degree received)		
Four years of college or less	20%	16%
MBA	35%	31%
JD	25%	0
MA/MS	10%	46%
PhD	10%	8%
Marital status		
Single	10%	0
Married/Partnered	75%	92%
Separated/Divorced	15%	8%
Widowed	0	0
Children		
Yes	60%	100%
No	40%	0

Key Findings

● Women and men are very satisfied with most aspects of their current jobs.

  ▶ Small percentages of women (23 percent) and men (17 percent) are satisfied with the availability of mentors.

  ▶ Women (40 percent) are more likely than men (28 percent) to have at least one mentor.

● Women and men report the same top reasons for potentially leaving their current jobs: to make more money and to gain new skills and greater opportunities for advancement.

Work Satisfaction

The majority of women and men report being satisfied with many of the traditional measures of job satisfaction. Most notably, a large majority are satisfied with their current positions (80 percent and 87 percent, respectively), their employers (79 percent and 80 percent, respectively), and the respect with which they are treated by their company's leadership (77 percent each).

I get up in the morning, and I can't wait to get to work. I love my job, and I enjoy what I'm doing. I'm working with people who I enjoy working with, who I trust, with people I feel have integrity.
—Asian-American Woman

Success is getting up in the morning, feeling good about what you do, feeling good about yourself, and wanting to go to work.
—White Man

Work Satisfaction (very satisfied/satisfied) | Women | Men |

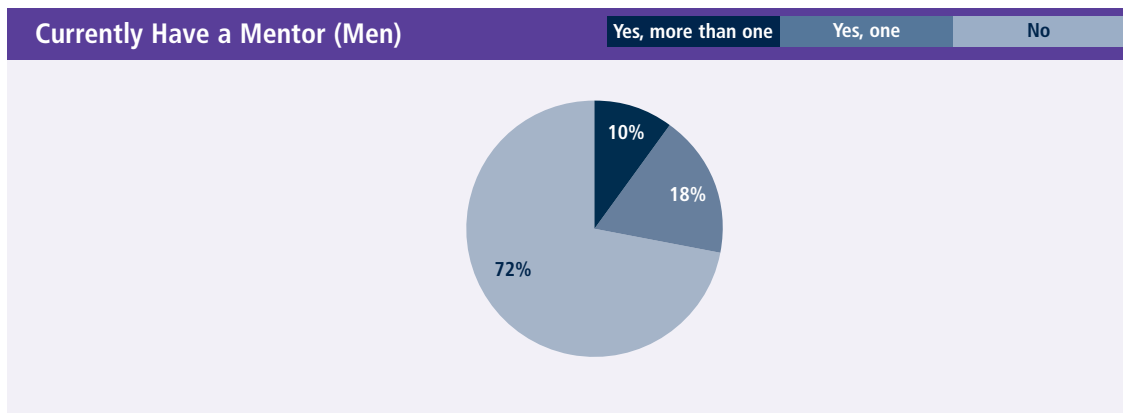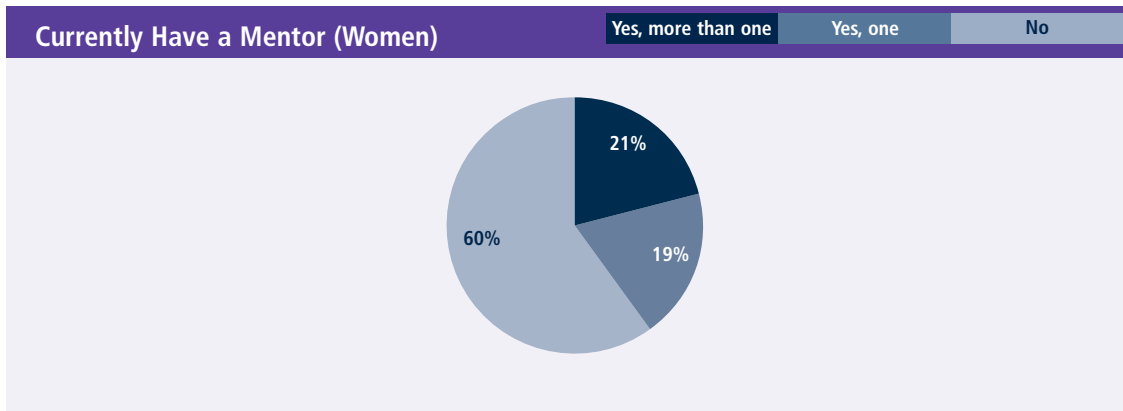| Category	Women	Men
Your current position*	80%	87%
Your current employer, in general	79%	80%
The respect of company's leadership	77%	77%
Financial compensation	72%	75%
Your immediate supervisor	69%	75%
Opportunities to develop	69%	72%
Being valued by leadership	64%	65%
Decision-making responsibilities	64%	70%
Recognition for doing a good job	61%	62%
Compensation compared to others	58%	65%
Opportunities to network	57%	63%
Career advancement opportunities*	57%	65%
Availability of mentors	23%	17%

*Significant difference at p<.05

But when asked about mentoring, one of the relationships most critical to advancing, fewer women and men are satisfied. Only 17 percent of men and 23 percent of women report satisfaction with the availability of mentors. This is the only area in which less than a majority of respondents are satisfied.

The reason for such low levels of satisfaction may be due, at least partially, to the fact that the majority of women and men do not currently have a mentor (60 percent of women and 72 percent of men). Women (40 percent), however, are more likely than men (28 percent) to have at least one mentor. While the majority of respondents who do not currently have a mentor have had one in the past (76 percent of women and 78 percent of men), the percentage of respondents who currently have a mentoring relationship is quite low.

Currently Have a Mentor (Women) | Yes, more than one | Yes, one | No

21%

19%

60%

Currently Have a Mentor (Men) | Yes, more than one | Yes, one | No

10%

18%

72%

At the same time, several executives describe advisory relationships that are critical to their careers, which they do not label as mentoring relationships. This non-labeling of certain mentoring relationships could also account for the higher percentages of women who report currently having mentors, as compared to men (40 percent and 28 percent, respectively).

No [I do not currently have a mentor]. I feel that if I have questions… at this point in my career, I'm look-ing at other things. For example, I'm on a couple of nonprofit boards, and I would go to our chairman and say, "I've been asked to do this, do you think this is a good move? What do you think of this organ-ization?" And he is very good about giving advice.

—White Woman

I've never had a mentor in my life. I've focused mainly on accomplishment… I learned by mistakes and how not to influence people and saw the consequences of doing it badly. And, I also had some good managers—I don't call them mentors—but direct managers who were willing to give me good feedback and tell me where I screwed up.

—White Man

I think it's detrimental to attach yourself to one person or one person's style. I've seen women who do that and they actually failed… I looked to multiple people to help me, but I don't describe them as mentors.

—White Woman

Those who did speak specifically about mentoring were clear about its benefits, particularly at the beginning of their careers.

I was young, green, wet behind the ears. [My mentor] helped me and taught me how to maneuver through the corporate world. At the time, you listen and take it in, but it isn't until 10, 12 years later you realize what you really learned.

—White Man

Mentoring relationships were behind most of the opportunities I had.

—White Woman

Low levels of satisfaction concerning the availability of mentors is likely related to the understanding that mentors are critical to career success. Even those women and men who do have mentoring relationships may be dissatisfied because they desire an even higher level of access to—or a greater number of—mentors.
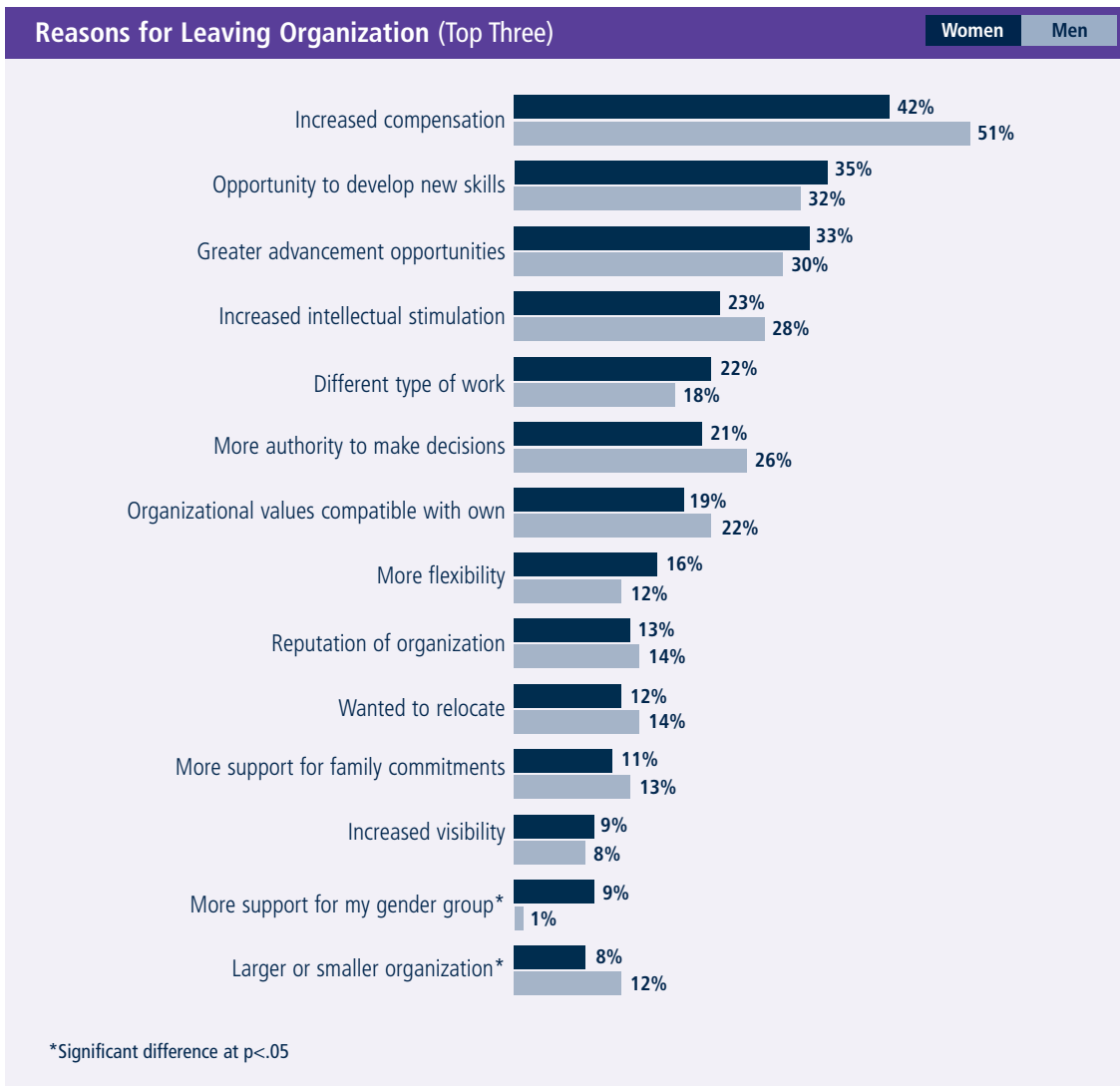
The fact that respondents may not have as many mentors as they want is not surprising given their senior-level positions; the number of individuals available to and capable of acting as mentors to these executives may be limited. Ultimately, this finding demonstrates the need to develop improved mechanisms to provide senior-level women and men with qualified and skilled mentors.

Retention

Measures of job satisfaction are excellent indicators of potential retention issues. In fact, these findings on job satisfaction relate closely to those on retention.

When asked about their jobs and employers, in general, respondents report they are very satisfied. Those satisfaction levels drop off when considering more specific aspects of their jobs, such as career advancement opportunities, financial compensation, and opportunities for development. However, the majority of respondents still indicate satisfaction in these areas.

These specific aspects of the job are related to the top reasons respondents give for why they would leave their organizations. Both women and men report that increased compensation, as well as further opportunities to develop new skills and garner advancement opportunities, top their lists of reasons for potentially leaving.

Reasons for Leaving Organization (Top Three)

Women | Men

Reason	Women	Men
Increased compensation	42%	51%
Opportunity to develop new skills	35%	32%
Greater advancement opportunities	33%	30%
Increased intellectual stimulation	23%	28%
Different type of work	22%	18%
More authority to make decisions	21%	26%
Organizational values compatible with own	19%	22%
More flexibility	16%	12%
Reputation of organization	13%	14%
Wanted to relocate	12%	14%
More support for family commitments	11%	13%
Increased visibility	9%	8%
More support for my gender group*	9%	1%
Larger or smaller organization*	8%	12%

*Significant difference at p<.05

Key Findings

● Executive women and men cite similar strategies for their success: hard work, managerial skill, performing on high-visibility assignments, and demonstrating expertise.

● To facilitate their advancement, most women have also developed a style with which male managers are comfortable.

● While women and men share the top strategies for advancement, there are some differences. Women are more likely than men to report seeking high-visibility assignments and networking within the organization, while men are more likely to report gaining line management and international experience. Essentially, women are more likely to use advancement strategies related to relationship building, while men are more likely to gain particular types of experience.

Throughout the past several decades, Catalyst has documented the slow rise of women into leadership positions, and assessed their methods for getting there. We can now answer the question of whether they have used different career strategies than their men colleagues.

Strategies for Advancement

Executive women and men achieve their success in generally the same ways: through hard work, managerial skill, high-visibility assignments, and expertise. In addition, the majority of women (81 percent) report they have developed a style with which male managers are comfortable. Interestingly, more than one-third of men (39 percent) also report they have developed a style that is comfortable for men as a mechanism for success.
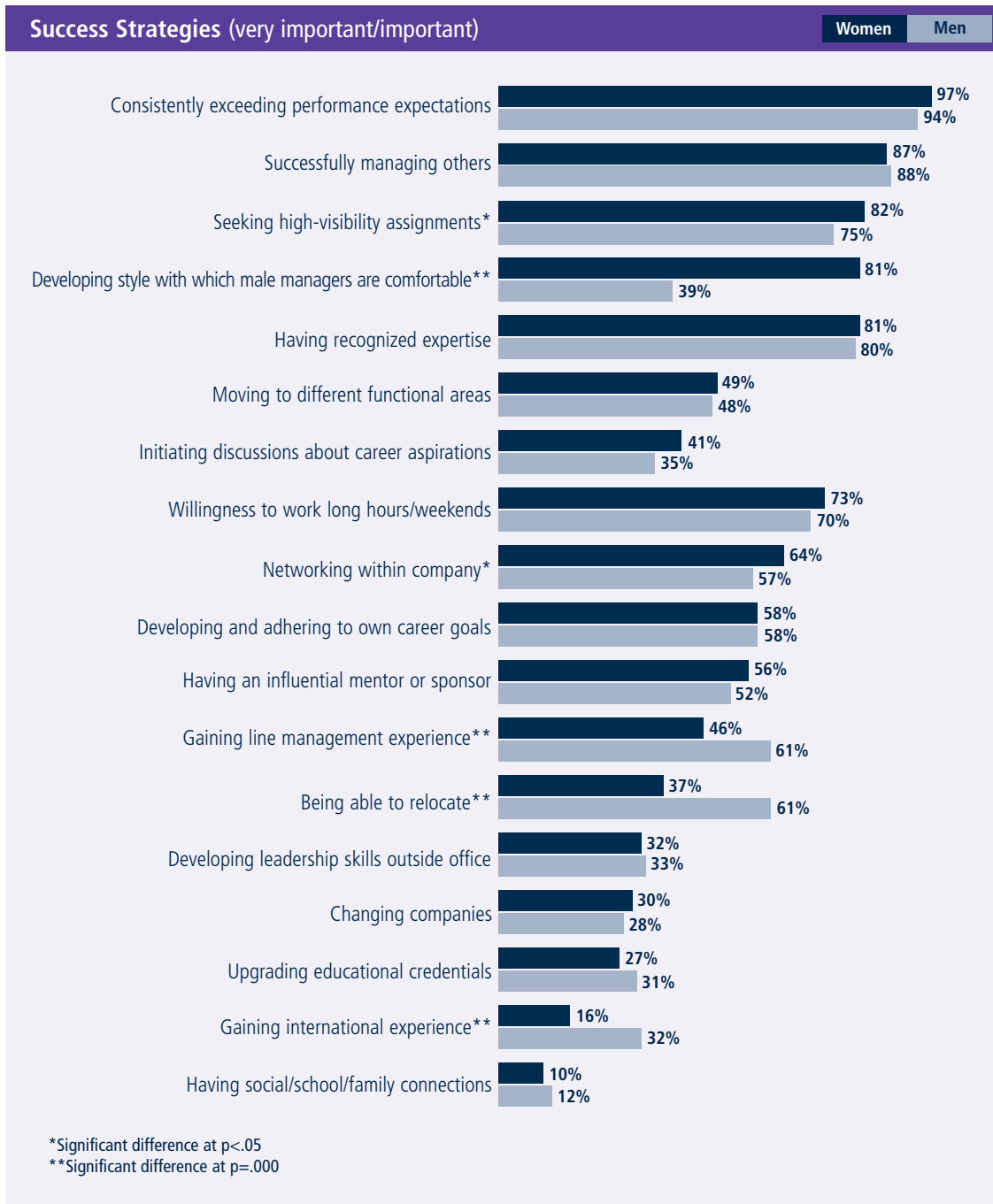
Several male interviewees are also aware of the impact of women's styles on their careers.

I think, generally, women have different management styles when they get to be managers. And there are more chances that those styles will not be as comfortable for men they work for as the more typical, traditional, corporate male management style. And the style differences can, in some cases, affect their careers.

—White Man

I think women are more collegial, much more relationship-oriented. Again, this is not universal because I know some women who are, you know, hard-driving, military. But many, many more women, I think, are much more team-oriented than individual player-oriented. They are more consensus builders and take longer to reach a conclusion, take actions, because they are concerned about the relationships and consensus building. And that's a style that's different from most, not all, but most, male managers.

—White Man

Success Strategies (very important/important) | Women | Men |

Strategy	Women	Men
Consistently exceeding performance expectations	97%	94%
Successfully managing others	87%	88%
Seeking high-visibility assignments*	82%	75%
Developing style with which male managers are comfortable**	81%	39%
Having recognized expertise	81%	80%
Moving to different functional areas	49%	48%
Initiating discussions about career aspirations	41%	35%
Willingness to work long hours/weekends	73%	70%
Networking within company*	64%	57%
Developing and adhering to own career goals	58%	58%
Having an influential mentor or sponsor	56%	52%
Gaining line management experience**	46%	61%
Being able to relocate**	37%	61%
Developing leadership skills outside office	32%	33%
Changing companies	30%	28%
Upgrading educational credentials	27%	31%
Gaining international experience**	16%	32%
Having social/school/family connections	10%	12%

*Significant difference at p<.05
**Significant difference at p=.000

The ability to showcase diverse expertise is also beneficial to the women and men in this study, allowing them to gain visibility and a broad understanding of their organizations.

I've had corporate roles that really allowed me to understand how the corporation works, how they make decisions, how stuff gets done. And when you have one of those young in your career… it really allows you to operate in a very different way than if you did not have those perspectives.
—White Woman

I showed the ability to serve overseas in a wide variety of areas, rather than one particular region alone. I was viewed as a troubleshooter. In the end, the diversity of my government experience and the kinds of jobs that I have held leading embassies were some of the things that attracted my company to me.
—White Man

Despite similarities in top strategies to advancement, there are some significant differences between women and men.[6] For example, women are more likely than men to report seeking high-visibility assignments and networking within the organization, while men are more likely to report gaining line management and international experience. Essentially, women are more likely to use strategies related to relationship building, while men are more likely to gain particular types of experience.

These gender differences in advancement strategies may reflect assumptions about the types of work that women can and will do. For example, men may be offered assignments that provide line management or international experience more frequently than women because of beliefs that women will not want to travel or cannot work in certain types of roles.

At the same time, women may be more likely than men to use strategies that highlight visibility and relationships because they need to advocate for their own opportunities to a greater extent. As women often occupy an "outsider status" in the corporate world, building relationships and gaining visibility opportunities are critical. Furthermore, it is possible that men already have cemented those relationships—through informal networks, for example—that are important to gaining career-building opportunities. If this is the case, men would be less likely to point to—or perhaps even recognize—them as advancement strategies.

[6] When we find that a relationship is statistically significant, we know that that relationship is not random, i.e., it is meaningful. For example, when this study reveals a statistically significant difference (at $p<.05$) between men and women on some variable, the difference is positive and significant at the 95% level. This means that there are less than 5 chances in 100 that this difference would not be observed should we repeatedly test this connection. Similarly, when $p=.000$, we would get the same result in almost any sample in which we tested the connection.

Key Findings

● The majority of women (55 percent) and men (57 percent) want to occupy the most senior role (CEO or equivalent) within an organization.

● The large majority of women and men in line positions (82 percent and 77 percent, respectively) aspire to be CEO, compared to smaller percentages (although still the majorities) of women and men in staff positions (60 percent and 51 percent, respectively.)

● Women who have children living with them are just as likely to desire the corner office as those who don't have children living with them (55 percent and 46 percent, respectively).

● Men who have children living with them are significantly more likely to desire the CEO job than those who don't have children living with them (68 percent and 32 percent, respectively).

Over the past decade, Catalyst's censuses of women corporate officers, top earners, and board directors have revealed the slow rise of women to senior leadership positions. While the increases have been steady, the representation of women at the top remains low. Some common speculation suggests that this is because women simply do not want the top jobs. This study puts that belief to rest.
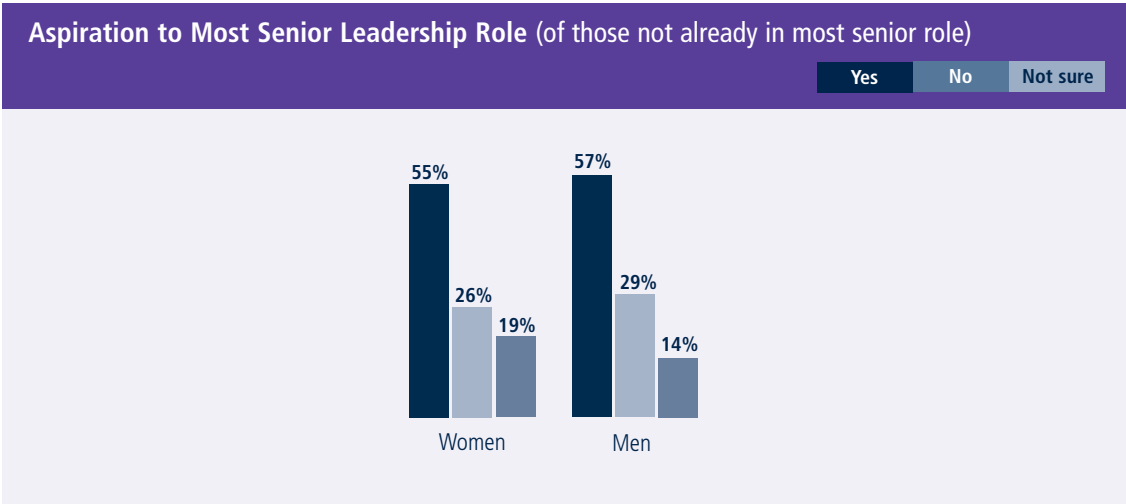
The majority of both women (55 percent) and men (57 percent) respondents want to occupy the most senior role (CEO or equivalent) within an organization.

The following quote from a woman executive exemplifies participants' aspirations to have the CEO role:

> *[I want to be CEO] because I think I can make a difference for this company, or a company. I see a lot of phenomenal prowess that this company is trying to unleash. And I'm having an impact on that in specific areas I'm working with. I think I can have a broader impact on that, to help the company grow, and be eminently more successful in the future.*
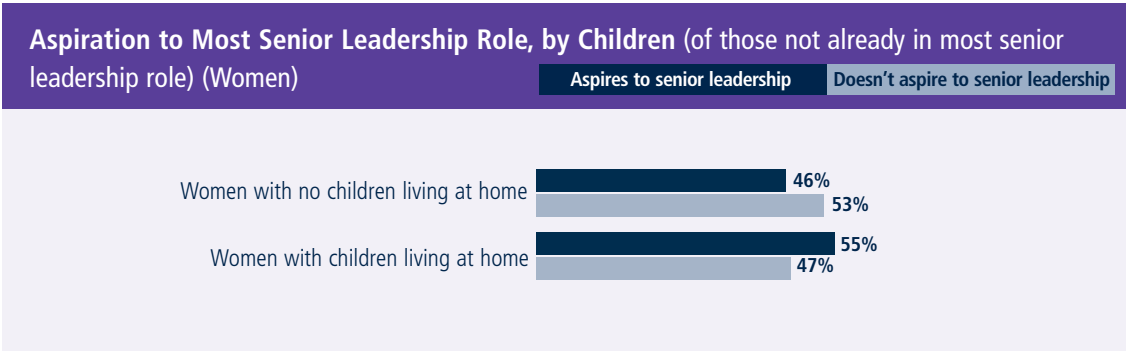>
> —*White Woman*

The similarities between women and men don't end there. Almost one in five women (19 percent) and 14 percent of men are not yet sure whether they want to be in the most senior role—they have not ruled out the possibility. More than one-quarter of each group (26 percent of women and 29 percent of men) tell us they do not want to be CEO.

Aspiration to Most Senior Leadership Role (of those not already in most senior role)
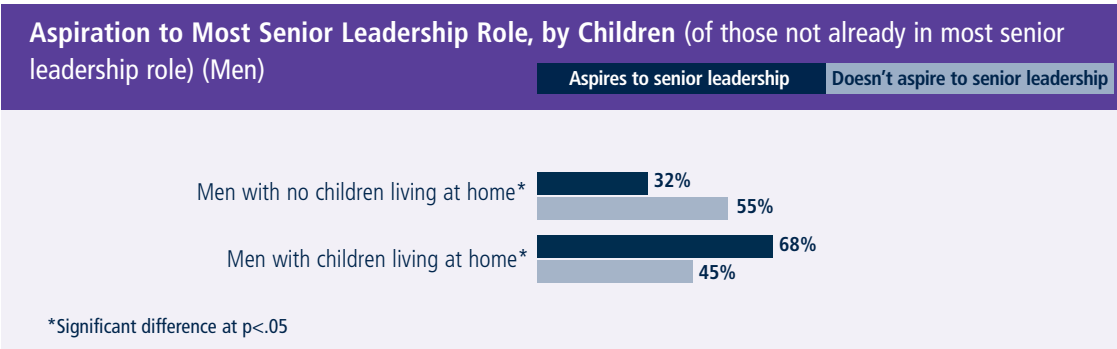
| Yes | No | Not sure |

Although women and men equally aspire to the CEO role, there are some differences among men, depending upon whether they have children living with them. There are also differences among all respondents based on what functional roles they occupy.

Aspiration to Senior Leadership, and Children

Currently, much speculation exists—particularly in the popular media—that women with children will not strive for the CEO job. This study refutes that claim. There is no significant difference between women who do and do not have children regarding their intentions to pursue the corner office. However, men who have children living with them are much more likely than men who do not have children living with them to aspire to the most senior leadership post (68 percent and 32 percent, respectively).[7]

Aspiration to Most Senior Leadership Role, by Children (of those not already in most senior leadership role) (Women)

| Aspires to senior leadership | Doesn't aspire to senior leadership |

Women with no children living at home — 46% / 53%
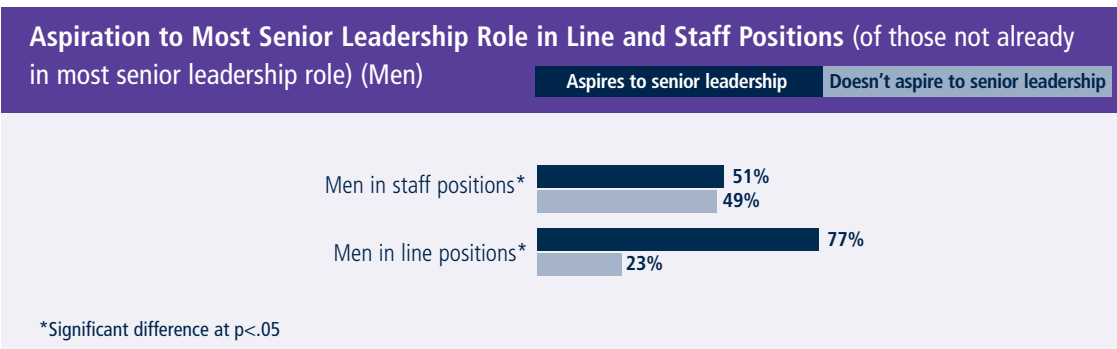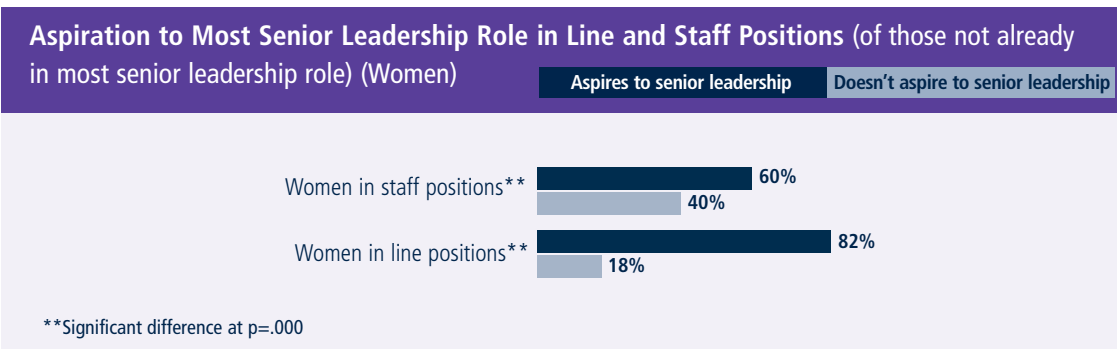
Women with children living at home — 55% / 47%

[7] The age difference between men who have children living with them and those who do not could partially explain their divergent desires to be CEO. Specifically, most men with children at home are below the age of 53, while most men without children at home are between ages 53 and 70. For the first group, comprised of individuals who have more years left in the workforce, becoming CEO might seem more possible.

Aspiration to Most Senior Leadership Role, by Children (of those not already in most senior leadership role) (Men)

| | Aspires to senior leadership | Doesn't aspire to senior leadership |

Men with no children living at home*
32%
55%

Men with children living at home*
68%
45%

*Significant difference at p<.05

Aspiration to Senior Leadership in Line and Staff Positions

Aspirations to senior leadership differ among women and men based on whether they have line or staff responsibilities. More respondents in line positions (82 percent of women and 77 percent of men) than in staff positions (60 percent of women and 51 percent of men) want to be CEO. This is not surprising, given that line experience is a key ingredient to reaching the corner office. However, those women and men in staff roles who aspire to be CEO still represent a majority. In addition, significantly more staff women (60 percent) than staff men (51 percent) aspire to the CEO position.

Aspiration to Most Senior Leadership Role in Line and Staff Positions (of those not already in most senior leadership role) (Women)

| | Aspires to senior leadership | Doesn't aspire to senior leadership |

Women in staff positions**
60%
40%

Women in line positions**
82%
18%

**Significant difference at p=.000

Aspiration to Most Senior Leadership Role in Line and Staff Positions (of those not already in most senior leadership role) (Men)

| | Aspires to senior leadership | Doesn't aspire to senior leadership |

Men in staff positions*
51%
49%

Men in line positions*
77%
23%

*Significant difference at p<.05
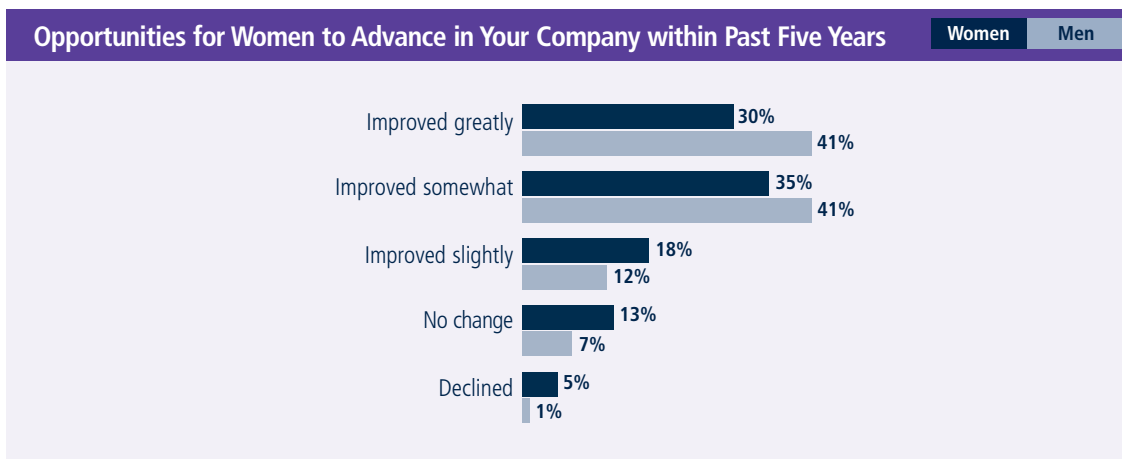
Same Workplace, Different Realities?

Key Findings

● Men are more optimistic than women about the improvement in women's opportunities to advance to senior levels within the past five years. Forty-one percent of men believe that opportunities have improved greatly, compared to 30 percent of women.

● As they advance to senior levels, women confront the same barriers as men; however, women also confront an additional and even more pervasive set of culturally-related barriers—such as exclusion from informal networks, stereotyping, a lack of role models, and an inhospitable corporate culture—experienced by very few men.

● Women and men report similar challenges to their advancement irrespective of whether they aspire to be CEO.

● It appears that men executives do not recognize many of the challenges faced by their female counterparts. In fact, women are much more likely than men to see barriers to the advancement of women within their companies.

● Women are much more likely to see barriers to other women's advancement than to their own advancement. This is consistent with research demonstrating that women are much more likely to perceive discrimination against women, as a group, than against themselves.

The first several sections of this report reveal that women and men share many work-related experiences, perceptions, and goals. In general, they are equally satisfied with their jobs, would leave those jobs for the same reasons, share similar strategies for getting ahead, and equally aspire to be CEO. Why, then, if women want the same things as men, are they not getting them? Specifically, why do the numbers of women in senior management remain so low? The remainder of this report details key work-related differences between women and men that provide insight into those questions.
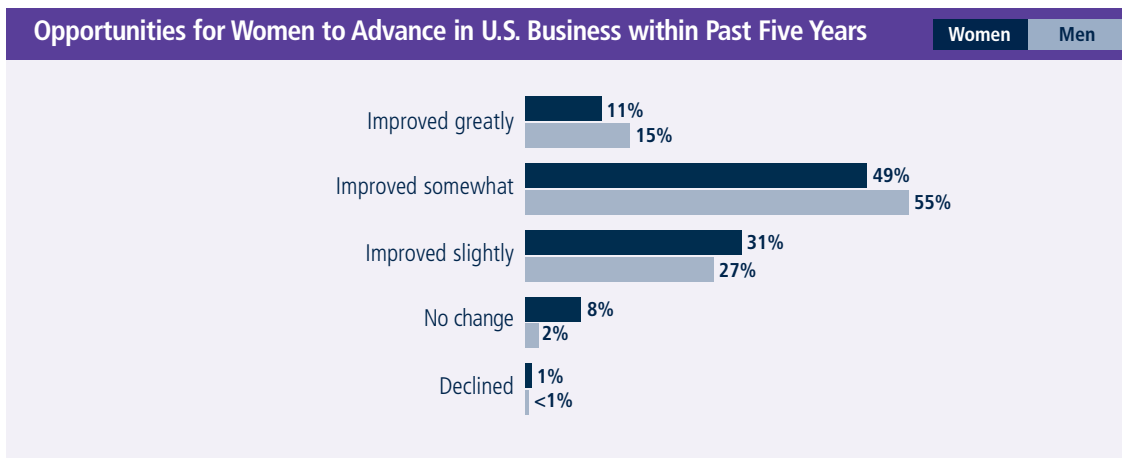
Women's Advancement Opportunities

While women and men share many perceptions, their views begin to diverge when they consider the impact of gender in the workplace. For example, men have a more positive outlook than women about women's opportunities to advance to senior levels within their current companies. While 41 percent of men believe that opportunities have improved greatly over the last five years, 30 percent of women believe this. Women (35 percent) are most likely to report that opportunities have improved somewhat. While less than one percent of men believe that opportunities to advance have declined, 5 percent of women believe this.

Women's beliefs about this issue have not changed much in almost a decade. In 1996, 23 percent of women believed that opportunities for women to advance to senior levels had improved greatly; not many more—30 percent—report this in 2003. This indicates that opportunities for women to advance may be gradually improving, but at a very slow rate—a contention supported by Catalyst census data.[8]

Opportunities for Women to Advance in Your Company within Past Five Years | Women | Men

	Women	Men
Improved greatly	30%	41%
Improved somewhat	35%	41%
Improved slightly	18%	12%
No change	13%	7%
Declined	5%	1%

Both women and men are more positive about women's opportunities to advance within the United States, in general, than within their own companies. About one-half of each group (49 percent of women, 55 percent of men) report that opportunities have improved somewhat for women in the United States. Almost no women (1 percent) or men (less than 1 percent) believe that opportunities for American women to advance have declined.

Opportunities for Women to Advance in U.S. Business within Past Five Years | Women | Men

	Women	Men
Improved greatly	11%	15%
Improved somewhat	49%	55%
Improved slightly	31%	27%
No change	8%	2%
Declined	1%	<1%

[8] See *2003 Catalyst Census of Women Board Directors* and *2002 Catalyst Census of Corporate Officers and Top Earners of the Fortune 500*.

We can gain insight into these findings—why women see workplace opportunities somewhat differently than men and why women do not perceive much change in advancement opportunities—by examining the barriers that women and men face as they advance through their careers. In addition, this study explores executives' general perceptions of workplace challenges faced by professional women.
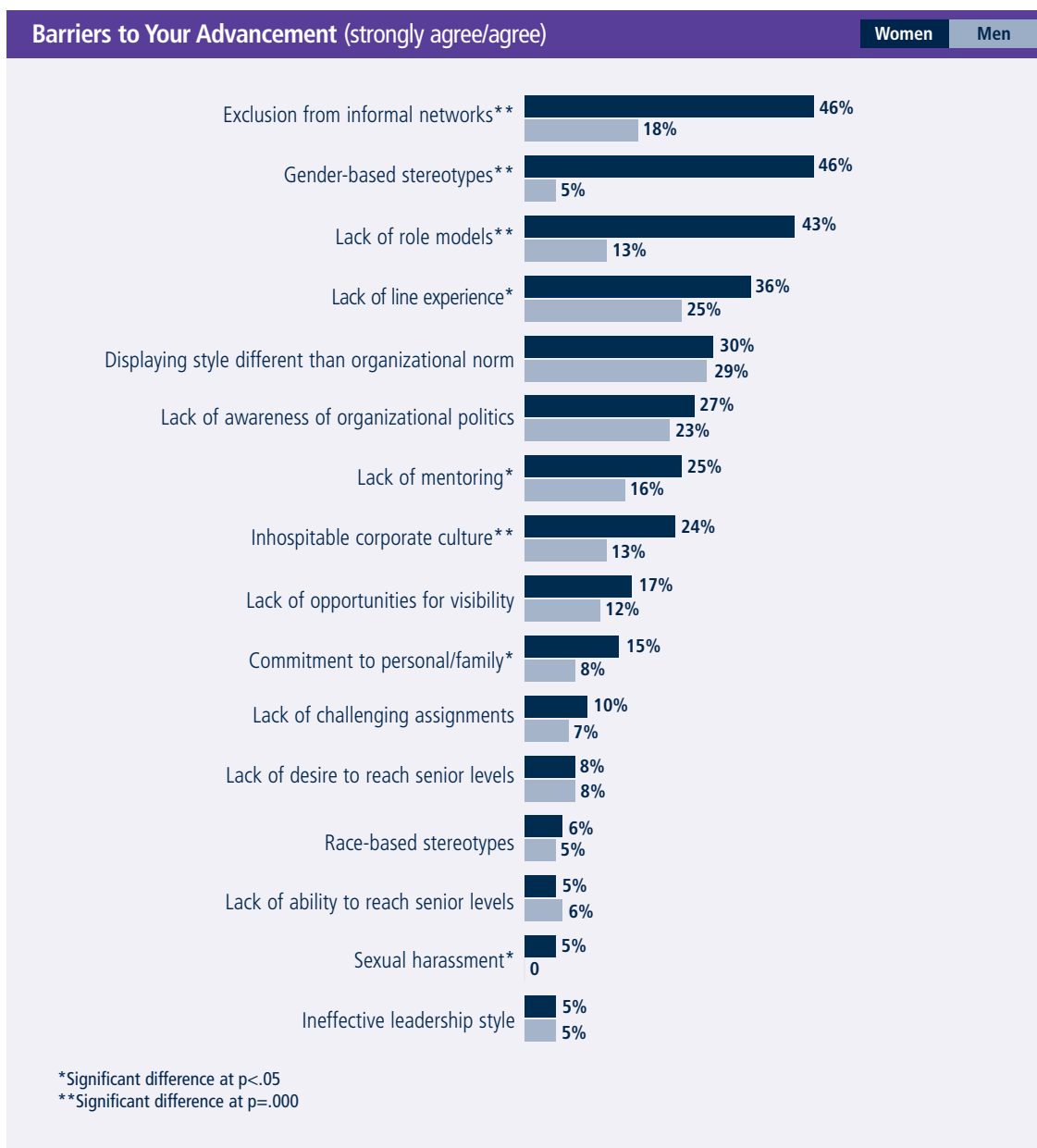
Barriers to Individual Advancement

The accomplished women and men in this study have experienced challenges resulting from a lack of certain types of experience, as well as barriers related to culture and work environment. The nature and pervasiveness of those barriers, however, are quite different for women and men. In general, women are much more likely than men to agree that they have had challenges in getting to their current positions.

Men and women cite the top barriers in relatively similar percentages. They include: displaying a behavioral style that is different than the organization's norm (30 percent of women and 29 percent of men); lack of significant general management or line experience (36 percent of women and 25 percent of men[9]); and lack of awareness of organizational politics (27 percent of women and 23 percent of men).

However, women also confront an additional and even more pervasive set of culturally-related barriers experienced by very few men. Specifically, while almost one-half of women (46 percent) cite exclusion from informal networks of communication as a barrier, only 18 percent of men cite this as a barrier. Almost one-half of women (46 percent) cite gender-based stereotypes; perhaps not surprisingly, only 5 percent of men cite this as a barrier. Forty-three percent of women cite a lack of role models, compared to only 13 percent of men. One in four women (25 percent) face challenges that result from a lack of mentoring, compared to 16 percent of men. About one in four women (24 percent) see an inhospitable corporate culture as a barrier to their advancement, compared to 13 percent of men.

[9] Note: This is a significant difference.

Barriers to Your Advancement (strongly agree/agree)

Legend: Women (dark) | Men (light)

Barrier	Women	Men
Exclusion from informal networks**	46%	18%
Gender-based stereotypes**	46%	5%
Lack of role models**	43%	13%
Lack of line experience*	36%	25%
Displaying style different than organizational norm	30%	29%
Lack of awareness of organizational politics	27%	23%
Lack of mentoring*	25%	16%
Inhospitable corporate culture**	24%	13%
Lack of opportunities for visibility	17%	12%
Commitment to personal/family*	15%	8%
Lack of challenging assignments	10%	7%
Lack of desire to reach senior levels	8%	8%
Race-based stereotypes	6%	5%
Lack of ability to reach senior levels	5%	6%
Sexual harassment*	5%	0
Ineffective leadership style	5%	5%

*Significant difference at p<.05
**Significant difference at p=.000

Women interviewees talk at length about some of those environmental barriers, including their exclusion from informal networks.

And there would be other stuff, like playing poker or basketball on weekends... one time when we had a senior management meeting, afterwards, they went to a cigar bar. Finally, I told our CEO, "I find this offensive. Women don't want to go in there."

—White Woman

I have the old problem of all the men going into the bathroom, and coming out having made a decision! And I'm going, well, I wasn't there... And then they go play golf. Again, I'm not there. You're treated differently. And it's subtle. I don't think I was always meant to be excluded, but at the time, I didn't play golf. And I wasn't about to go into the men's room!

—White Woman

Both women and men elaborate on the nature and impact of gender-based stereotypes as well.

I've sometimes experienced [stereotyping] with clients or outside leaders. Sometimes you feel some-
what discounted because they think you're silly or too cute… you know, nice to have you here, but just
be here as a chum, as opposed to a contributor.

—White Woman

Another thing is just a perception that women aren't tough, are emotional, and all of the stereotypical
thoughts that males have held are still there. Some women overcame them, some haven't. But to over-
come them, I think a woman has to get out of her element just to prove she can survive in this world.
And that's a negative because it means that women can't just be themselves.

—African-American Man

Many cultural barriers and stereotypes manifest uniquely for women of color, often because of their
status as "double minorities." This is a theme consistent with Catalyst research on women of color.

I am a double minority. Some things that are accepted on the part of other women—majority women—
are not as accepted as it relates to minority women. I also personally think that white men can see white
women as either wives or daughters, and so there is a kind of projection of wanting them to be suc-
cessful, and I don't think they see that as it relates to minority women.

—African-American Woman

I constantly have to prove that I'm worthy. Part of it stems from the fact that I'm a woman and I'm black.
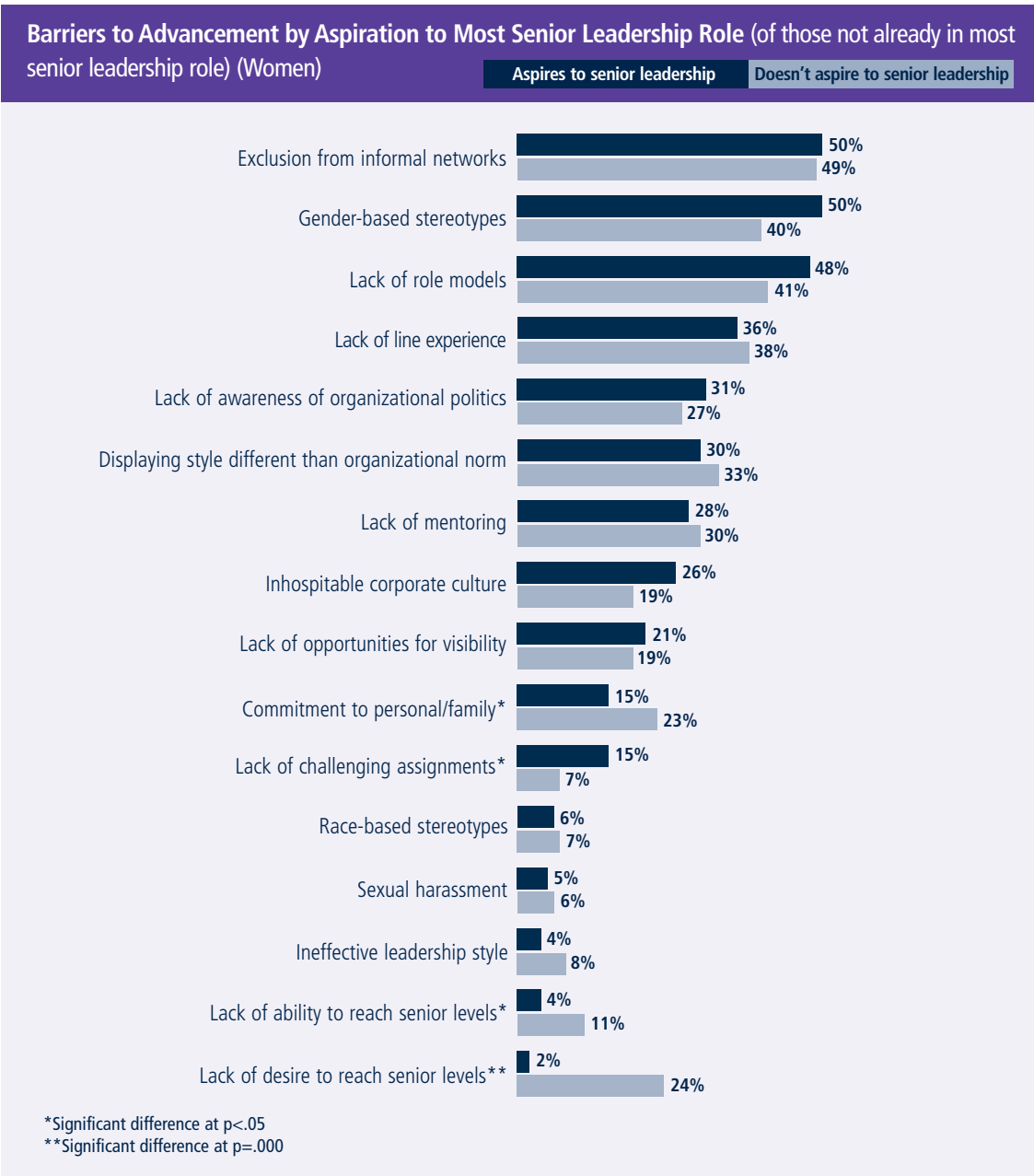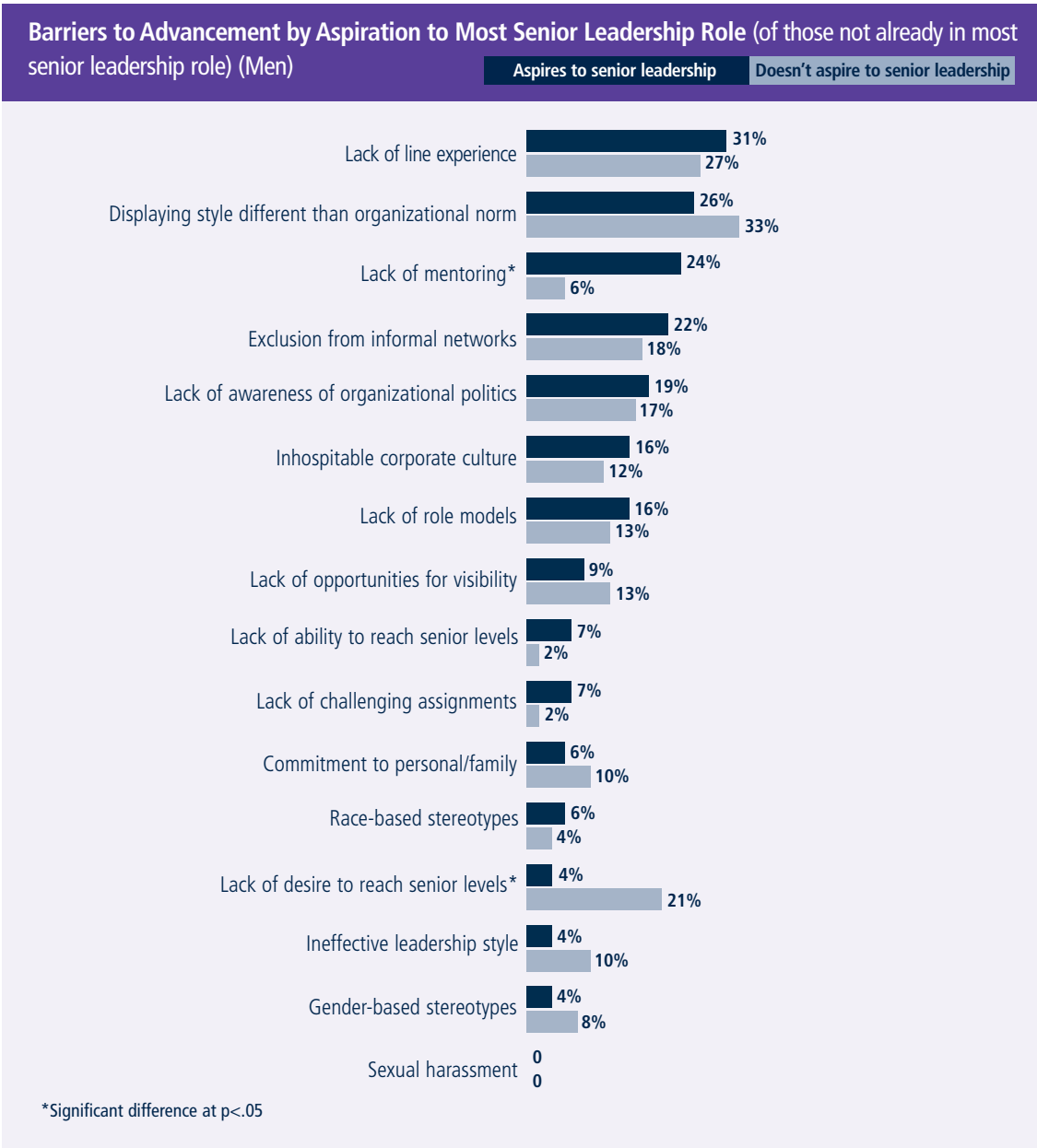
—African-American Woman

I think, being Hispanic, sometimes the challenge is that most people will equate passion with anger.
And passion is not anger, passion is just passion. But, when most people are not passionate about what
they do… and most people in a work environment are not… you just have to counter that by constantly
telling people, "By the way, I'm not upset."

—Hispanic Woman

Barriers in Line and Staff Positions. There are very few differences in barriers experienced by
respondents in line compared to staff positions (when comparing within their own gender groups). Not
surprisingly, however, women and men in staff positions are significantly more likely than those in line
positions to view a lack of general management or line experience as a barrier to their own advancement
(47 percent of staff women, compared to 14 percent of line women; 37 percent of staff men, compared to
13 percent of line men).

Barriers and Aspirations to Be CEO. In most cases, women and men experience relatively similar
barriers irrespective of whether they aspire to be CEO.

Barriers to Advancement by Aspiration to Most Senior Leadership Role (of those not already in most senior leadership role) (Women)

	Aspires to senior leadership	Doesn't aspire to senior leadership

Barrier	Aspires	Doesn't aspire
Exclusion from informal networks	50%	49%
Gender-based stereotypes	50%	40%
Lack of role models	48%	41%
Lack of line experience	36%	38%
Lack of awareness of organizational politics	31%	27%
Displaying style different than organizational norm	30%	33%
Lack of mentoring	28%	30%
Inhospitable corporate culture	26%	19%
Lack of opportunities for visibility	21%	19%
Commitment to personal/family*	15%	23%
Lack of challenging assignments*	15%	7%
Race-based stereotypes	6%	7%
Sexual harassment	5%	6%
Ineffective leadership style	4%	8%
Lack of ability to reach senior levels*	4%	11%
Lack of desire to reach senior levels**	2%	24%

*Significant difference at p<.05
**Significant difference at p=.000

Barriers to Advancement by Aspiration to Most Senior Leadership Role (of those not already in most senior leadership role) (Men)

	Aspires to senior leadership	Doesn't aspire to senior leadership

Barrier	Aspires to senior leadership	Doesn't aspire to senior leadership
Lack of line experience	31%	27%
Displaying style different than organizational norm	26%	33%
Lack of mentoring*	24%	6%
Exclusion from informal networks	22%	18%
Lack of awareness of organizational politics	19%	17%
Inhospitable corporate culture	16%	12%
Lack of role models	16%	13%
Lack of opportunities for visibility	9%	13%
Lack of ability to reach senior levels	7%	2%
Lack of challenging assignments	7%	2%
Commitment to personal/family	6%	10%
Race-based stereotypes	6%	4%
Lack of desire to reach senior levels*	4%	21%
Ineffective leadership style	4%	10%
Gender-based stereotypes	4%	8%
Sexual harassment	0	0

*Significant difference at p<.05

Barriers to Women's Advancement to Senior Levels

While women and men executives face some similar barriers as they rise through the ranks, there are some stark differences. That gender disparity becomes even more pronounced when we examine perceptions of barriers to women's advancement, in general. Women and men have differing views on the challenges facing women as they attempt to climb to the top.

Overall, women are much more likely than men to see barriers to the advancement of women in their companies. In fact, there are no barriers facing women that men cite more frequently than women. This is consistent with Catalyst research and consulting engagements which reveal that members of a stigmatized group are more likely to perceive discrimination against their own group members than are those outside of that group.

So, for example, even though both women and men agree on the top barrier to women's advancement—a lack of significant general management or line experience—a significantly higher percentage of women (79 percent) than men (63 percent) cite this. Furthermore, women's and men's views diverge tremendously in some areas related to work culture and environment, indicating that women may be much more aware of the ways in which women's careers continue to be hindered by factors related to occupying an outsider status. Specifically, women are far more likely than men to cite barriers such as:

- a lack of awareness of organizational politics (57 percent of women, compared to 22 percent of men);
- exclusion from informal networks (77 percent of women, compared to 39 percent of men);
- stereotyping of women's roles and abilities (72 percent of women, compared to 44 percent of men); and
- lack of opportunities for visibility (51 percent of women, compared to 22 percent of men).

The only barrier on which a relatively sizeable percentage of women (27 percent) and men (29 percent) agree is the impact of women not being in the management ranks long enough.

Because the most senior management ranks remain dominated by men, it is important that men develop an understanding of the challenges faced by their female colleagues. For an organizational change effort to commence and be truly effective, most men need to become as aware of the barriers that women face as women, themselves, are.

The findings suggest that, with some education and insight, this awareness can be achieved. In fact, women and men already recognize a number of discrete barriers that act as challenges to women getting ahead. From women's perspective, the top impediments to women advancing reflect the impact of lack of appropriate experience, stereotypes and cultural impediments, and a failure of senior leadership to assume accountability for women's advancement. Men's top responses reflect a similar perception, while they also include the impact of commitment to family and personal responsibilities as a key barrier. (Although a higher percentage of women cite this barrier, it is men's second most frequently cited, while it is women's sixth.)

Several men interviewees talk about women's struggles related to balancing work and personal and family responsibilities.

The challenges are, no matter how much society has changed, for many of the women in our workforce, they are still primary child care [providers]. The whole balance, no work/life integration, business with family life... It's a problem for many.

—White Man

The fact that women are the child-bearers, their careers are interrupted by that, particularly younger women. A lot of times it's tough to get that second start. You have that break in career that men don't have.

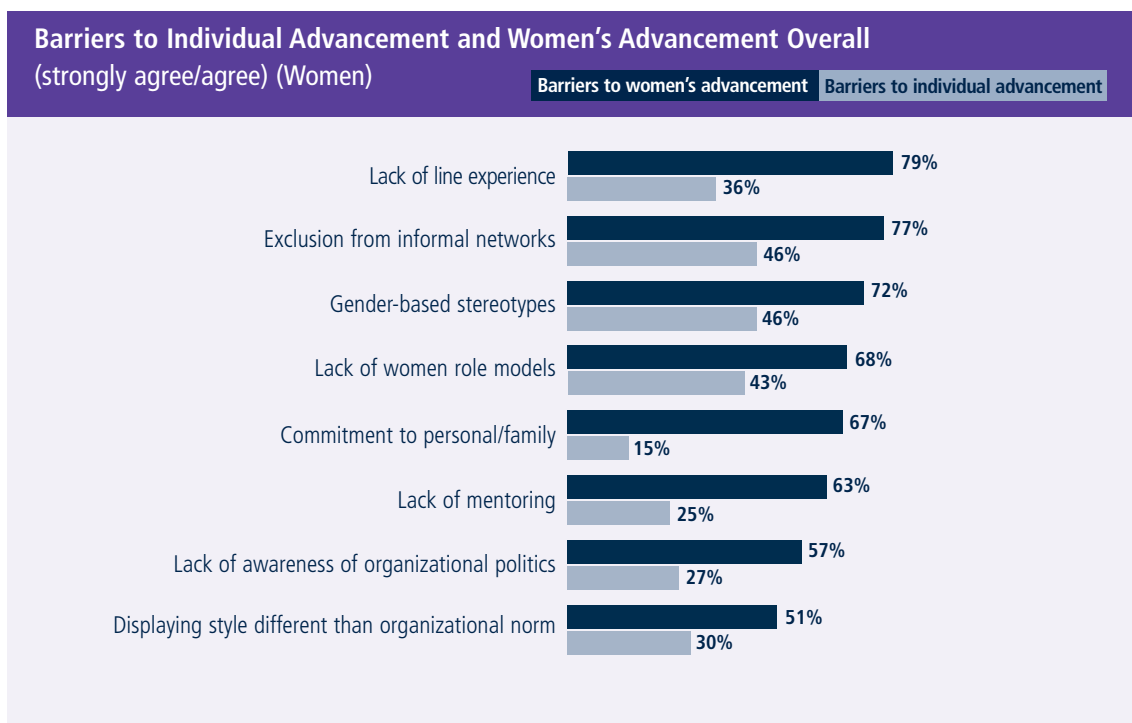*—African-American Man*

Barriers to Women's Advancement (strongly agree/agree)

Barrier	Women	Men
Lack of line experience**	79%	63%
Exclusion from informal networks**	77%	39%
Gender-based stereotypes**	72%	44%
Lack of senior leadership accountability**	68%	46%
Lack of women role models**	68%	52%
Commitment to personal/family*	67%	54%
Lack of mentoring**	63%	44%
Lack of awareness of organizational politics**	57%	22%
Displaying a different behavioral styles**	51%	27%
Lack of opportunities for visibility**	51%	22%
Inhospitable corporate culture**	50%	30%
Lack of challenging assignments**	43%	23%
Lack of desire to reach senior levels*	30%	21%
Women not in management ranks long enough	27%	29%
Ineffective leadership style	16%	13%
Lack of ability to reach senior levels	13%	12%
Sexual harassment*	12%	8%

*Significant difference at p<.05
** Significant difference at p=.000

Women's Assessment of Barriers to Other Women's Advancement

Women respondents are much more likely to see all barriers as problematic for women, in general, than they are for themselves. This is consistent with other research (Crosby, 1984) revealing that women are more likely to perceive discrimination or difficulties for women, as a group, than they are to perceive discrimination against themselves.[10] For example, while more than three-quarters of women (79 percent) in this study see a lack of significant general management or line experience as a barrier to women's advancement, just over one-third (36 percent) see it as having impeded their own advancement. Even more strikingly, while two-thirds of women (67 percent) see a commitment to personal or family responsibilities as a barrier to women's advancement, in general, only 15 percent saw it as a barrier to their own advancement.

[10] Faye Crosby, "The Denial of Personal Discrimination," *American Behavioral Scientist,* vol. 27, no. 3 (January-February 1984): p. 371-386.

There are a few possible explanations for this. Women respondents probably attribute their success to incredible internal resources—hard work, skill, and the like. As a result, they will be less likely to see themselves as plagued by barriers—it would be dissonant with their roles and views of themselves as successful executives. It is likely, however, that as they look around at other women in their organizations, the challenges these women face are more visible.

Another explanation stems from Crosby's research. She found that when individuals were considering cases of unfairness or discrimination, they could identify it when looking at groups much more easily than when looking at individuals.

It is also likely that when women assess the work experiences of other women, they compare them to the work experiences of male colleagues. However, in assessing their own work experiences, they compare themselves to others in their "in-group," i.e., other women. Thus, the women in our study could be considering women's overall barriers to advancement in relation to men's barriers, while considering *their own* barriers in relation to other women.

Barriers to Individual Advancement and Women's Advancement Overall
(strongly agree/agree) (Women)

	Barriers to women's advancement	Barriers to individual advancement
Lack of line experience	79%	36%
Exclusion from informal networks	77%	46%
Gender-based stereotypes	72%	46%
Lack of women role models	68%	43%
Commitment to personal/family	67%	15%
Lack of mentoring	63%	25%
Lack of awareness of organizational politics	57%	27%
Displaying style different than organizational norm	51%	30%

Attitudes Toward Women in the Workplace

Given that women and men have such different perceptions about women's barriers to advancement, it is not surprising that they also have different beliefs about cross-gender managerial relationships. For example, women are much more likely than men to report that male managers frequently have difficulty managing women. More than one in four women (26 percent) agreed with this, compared to 15 percent of men.

Greater percentages of women (39 percent) than men (31 percent) believe that men have difficulty being managed by women. However, sizeable percentages of both groups see a problem in this area. Why might respondents believe that men have more difficulty being managed by women than they do managing women? The answer likely lies in the very slow ascension of women into top leadership positions. Because the representation of women at the top remains small, many senior-level men have not had significant experience being managed by women. A resulting lack of comfort and familiarity may be the reason that women and men believe these managerial relationships are difficult.

In addition, one in four women (25 percent) and more than one in five men (21 percent) believe that a significant number of men in their companies are concerned with reverse discrimination. This is further evidence of strained cross-gender working relationships.

Attitudes Toward Women in the Workplace	Women	Men
Male managers frequently have difficulty managing women**	26%	15%
Men have difficulty being managed by women*	39%	31%
A significant number of men in my company are concerned with reverse discrimination	25%	21%

* Significant difference at $p<.05$
** Significant difference at $p=.000$

Same Workplace,
Different Realities?
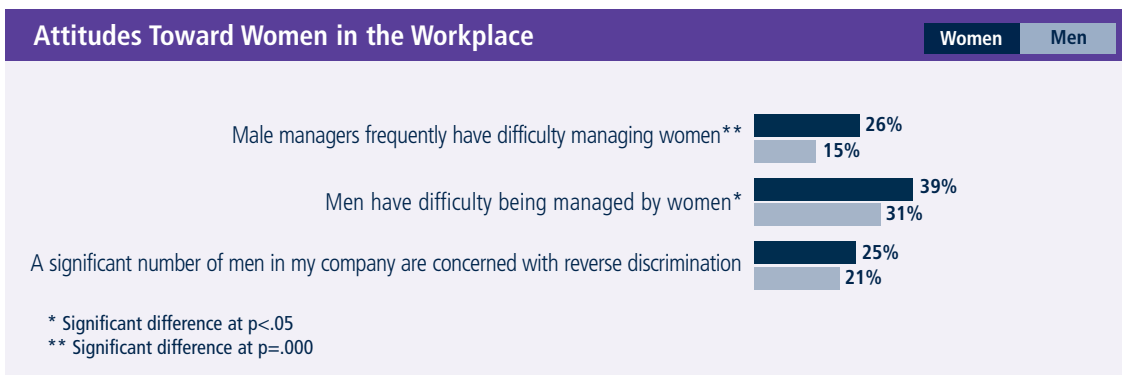
Key Findings

- Women used many more, and very different, strategies than men to balance their work and personal lives. Women also used more flexible work arrangements.

- Almost all women and men can be flexible with their schedules when they have a family or personal matter to attend to. However, very few agree that they can use any flexible work arrangement, or take a parental leave or sabbatical, without jeopardizing their career advancement.

- Although women have made more trade-offs than men between their work and personal lives as they advanced to senior levels, the large majority of both groups are comfortable with the trade-offs they have made.

Methods Used to Balance Work and Personal Life

In general, women and men used very different strategies to attempt a balance between their work and personal lives. Women also used more balancing strategies than their male counterparts.

In considering strategies that involve support from others and managing personal interests, women were significantly more likely than men to:

- employ outside services for domestic help;
- share personal responsibilities with a partner;
- use child care services;
- rely on supportive relatives other than their partner; and
- curtail personal interests.

Men were significantly more likely than women to:

- hand over personal responsibilities to their spouse or partner; and
- pursue personal interests.

In addition, women were significantly more likely than men to make decisions related to their personal and family lives, as well as decisions related to work. Specifically, women were more likely than men to not have children (27 percent and 3 percent, respectively), to postpone having children (20 percent of women, compared to 10 percent of men), and to not marry or postpone marriage (13 percent of women, compared to 3 percent of men). They were also significantly more likely than men to take a leave of absence from

their jobs or to have a gap in their employment. (This latter difference is likely attributable to maternity leaves.) We also assessed whether there is a link between how executives pursue balance in their lives and their partner's occupational status. However, sample sizes in some cases are so small, these findings are inconclusive.

Methods Used to Balance Work and Personal Life [11]	Women	Men
Support from others		
Employed outside services for domestic help**	84%	48%
Shared personal responsibilities with spouse or partner**	66%	53%
Used child care services**	45%	12%
Developed strong interpersonal networks outside of work	42%	37%
Handed over personal responsibilities to spouse or partner*	28%	37%
Relied on supportive relatives other than spouse/partner**	22%	3%
Managing personal interests		
Pursued personal interests*	60%	72%
Curtailed personal interests**	56%	41%
Making decisions related to family		
Did not have children**	27%	3%
Postponed having children*	20%	10%
Did not marry/postponed marrying**	13%	3%
Making decisions related to work		
Worked at home	15%	20%
Took a paid or unpaid leave of absence**	8%	1%
Have had a gap in employment*	8%	3%

*Significant difference at p<.05
** Significant difference at p=.000

Use of Formal and Informal Flexible Work Arrangements

While many women and men executives demonstrate interest in using formal flexible work programs (particularly leaves/sabbaticals, compressed work weeks, and telecommuting), only small percentages actually do use them or have used them. The use of informal flexibility is much more common. This represents a shift in traditional thinking about flexible work arrangements, which largely were implemented in response to changing workforce demographics in the 1970s and 1980s (namely, the influx of women into workforce). Even today, flexibility is often seen as a "woman's issue." The women and men in this study, however, equally desire a variety of informal and formal flexible work arrangements. This indicates that the discussion of flexibility is no longer just about women and child care, but is more likely a quality of life issue for all employees.

[11] While small sample sizes necessitate that findings be interpreted with caution, there were several significant gender differences in methods used to balance by partner's occupational status. Differences were most evident between those groups whose partners work full time and those whose partners are not employed in the paid labor force. In most cases, women still used more balance strategies than men, regardless of their partner's occupational status. However, men pursued personal interests significantly more than women, especially those men whose partners work full time. Also, women were significantly more likely than men to have taken a leave of absence, regardless of their partner's occupational status. No men in either group reported taking a leave of absence as a balance strategy.

At the same time, there are a few gender differences among those who use, want to use, or have used flexible work arrangements. For example, women (44 percent) currently are more likely than men (36 percent) to take advantage of flexible arrival and departure times. Women also are more likely than men to want to telecommute (23 percent of women, compared to 15 percent of men), take a leave or sabbatical (39 percent of women, compared to 32 percent of men), and change their work schedules ad-hoc (14 percent of women, compared to 9 percent of men). Finally, although very small percentages of women have worked part time or taken a leave, they are more likely to have done so than men.

Use of Flexible Work Arrangements (Women)			
	Currently use	Would like to use	Have used in the past
Compressed work week	3%	28%	7%
Telecommute/work from home	13%	23%	12%
Reduced work schedule/part-time	1%	17%	8%
Flexible arrival/departure time	44%	9%	8%
Leaves/sabbaticals	1%	39%	7%
Change work schedule ad-hoc	20%	14%	4%
Change work location ad-hoc	9%	13%	3%

Use of Flexible Work Arrangements (Men)			
	Currently use	Would like to use	Have used in the past
Compressed work week	2%	24%	5%
Telecommute/work from home	12%	15%	14%
Reduced work schedule/part time	1%	14%	1%
Flexible arrival/departure time	36%	6%	11%
Leaves/sabbaticals	1%	32%	2%
Change work schedule ad-hoc	18%	9%	6%
Change work location ad-hoc	9%	11%	5%

Managing Career and Personal Trade-Offs

The use—or non-use—of specific flexible work arrangements can be explained, at least partially, by respondents' concerns with the impact that it could have on their careers. While most respondents agree that they have informal workplace flexibility, few agree that they can use more formal flexible work arrangements (i.e., ways of structuring work that involve a change from the traditional or standard agreement of how, where, or when work is done) without jeopardizing their career advancement.

Almost all women (91 percent) and men (94 percent) agree that they can be flexible with their schedules when they have a family or personal matter to attend to. However, only 15 percent of women and 20 percent of men agree that they can use a flexible work arrangement without jeopardizing their career advancement. Even lower percentages of women and men (14 percent) believe they can use a parental leave or sabbatical without jeopardizing their career advancement.

Perceived Impact of Choices to Balance upon Career (strongly agree/agree)	Women	Men
I can be flexible with my schedule when I have a family or personal matter to attend to	91%	94%
I believe I can turn down a work opportunity for family/personal reasons without jeopardizing my career advancement*	24%	33%
I believe I can use a flexible work arrangement without jeopardizing my career advancement	15%	20%
I believe I can use a parental leave or sabbatical without jeopardizing my career advancement	14%	14%
*Significant difference at p<.05		

Despite similarities in desired use of flexible work arrangements, women are significantly more likely than men to face challenges balancing their lives. They also have made more choices and trade-offs between their work and personal lives. Just over one-half of women (51 percent), compared to 43 percent of men, find difficulty in achieving a balance between their work and personal lives. More than one-third of women (35 percent), compared to more than one in five men (22 percent) have had to put personal goals on hold in order to achieve their current career success. Finally, almost twice as many women (20 percent) as men (11 percent) have had to put career goals on hold in order to achieve personal aspirations. Although there are significant differences between women and men in the area of work/life balance, these findings also highlight the great demands impinging upon both groups.

Managing Work with Family and Personal Life (strongly agree/agree)	Women	Men
I find it difficult to balance the demands of my work and family/personal life*	51%	43%
I have had to put personal goals on hold in order to get where I am in my career today**	35%	22%
During my career, I have had to put my career goals on hold in order to achieve my personal aspirations*	20%	11%
I am comfortable with the trade-offs I have made between my career and personal goals	73%	71%
*Significant difference at p<.05 **Significant difference at p=.000		

The women and men in our study are clear that they have made a lot of trade-offs—some related to their personal lives, others related to their careers. Despite the fact that women have made significantly more choices and trade-offs than their male counterparts—in both their work and personal lives—the majorities of both groups are comfortable with their choices.

About three-quarters of women (73 percent) and men (71 percent) are comfortable with the trade-offs that they have made.

I guess I've come to the conclusion that eventually I can have it all; I just can't have it all at once.
—White Woman

Overall, I think it's worked out pretty well. I've been more successful than I would have imagined in my career; I would have never expected to be HR head for a Fortune 100 company. My kids are doing well; my wife is doing well; that's all you can ask. I've been very fortunate, very lucky.
—White Man

The Impact of Trade-Offs on Work Satisfaction

Perhaps not surprisingly, those who are not comfortable with the trade-offs they have made are less satisfied with many aspects of their jobs. This is particularly true for women. (It is important to note, however, that the majority of respondents who are not comfortable with their trade-offs are still satisfied with most aspects of their jobs.) While it is unclear as to whether comfort with trade-offs impacts job satisfaction, or vice-versa, the connection is a strong one.

Women who are not comfortable with the trade-offs they have made are less satisfied with their overall jobs and employers, as well as their compensation, and how they are treated by others within the company. Specifically, they are less satisfied with:

- their current employers;
- their current positions;
- the respect with which their companies treat them;
- their financial compensation;
- their immediate supervisors;
- how much they are valued by senior leadership;
- the recognition they get for doing a good job; and
- their compensation compared to others.

Men who are not comfortable with the trade-offs they have made are less satisfied with those aspects of their jobs related to career advancement:

- opportunities to develop; and
- career advancement opportunities.

These findings indicate that women's dissatisfaction is reflected in many different aspects of their work—it has an impact on how they feel about the ways in which they are treated, as well as on those with whom and for whom they work. Men's dissatisfaction, on the other hand, appears to have an impact, but primarily on the way they feel about advancement opportunities.

Work Satisfaction, by Comfort with Trade-offs (Women)

	Comfortable with trade-offs	Not comfortable with trade-offs
Your current employer, in general **	84%	66%
Your current position**	84%	64%
Respect of company's leadership*	80%	66%
Financial compensation*	77%	59%
Your immediate supervisor**	74%	53%
Opportunities to develop	71%	63%
Being valued by leadership*	68%	56%
Recognition for doing a good job*	67%	48%
Decision-making responsibilities	67%	58%
Compensation compared to others**	63%	41%
Career advancement opportunities	62%	51%
Opportunities to network	59%	53%
Availability of mentors	25%	18%

*Significant difference at p<.05
**Significant difference at p=.000

Work Satisfaction, by Comfort with Trade-offs (Men)

	Comfortable with trade-offs	Not comfortable with trade-offs

	Comfortable with trade-offs	Not comfortable with trade-offs
Your current position	89%	90%
Your current employer, in general	83%	74%
Financial compensation	80%	63%
Your immediate supervisor	80%	68%
Opportunities to develop*	78%	47%
Respect of company's leadership	78%	74%
Career advancement opportunities*	74%	37%
Decision-making responsibilities	74%	63%
Compensation compared to others	73%	53%
Being valued by leadership	69%	58%
Recognition for doing a good job	68%	53%
Opportunities to network	64%	53%
Availability of mentors	20%	16%

*Significant difference at p<.05

Same Workplace,
Different Realities?

This study achieves a new level of understanding about women's workplace perceptions and experiences by allowing us to compare them to men's perceptions and experiences. We find that there are several similarities between them: women and men report similar levels of work satisfaction; reasons for which they would potentially leave their companies; and strategies for advancing.

Some of these similarities allow us to shatter pervasive myths about women. We find that women and men—in essentially identical percentages—desire to be CEO. That finding adds a new and vibrant voice to debates about women "opting out," and challenges the assertion that there aren't more women at the top because they don't want to be there.

In addition, women and men equally desire to use flexible work arrangements. While cutting-edge organizations and practitioners have known that flexibility isn't just a women's issue, this finding will go a long way toward telling the rest of the world that balance is needed by everyone. It's a quality of life issue that affects—and is of concern to—all employees.

The fact that women and men are equally satisfied with the trade-offs they have made between their work and personal lives tells us something about women's commitment, their desires for career success, and their skill at putting their lives into perspective. Some of them have made choices to go for the top job; some—like their male counterparts—have decided not to. Either way, they're feeling good about the choices they have made in both their careers and their personal lives.

In spite of these similarities, there is strong evidence that women and men perceive a dramatically different workplace. These differences demonstrate that despite the success the women in this study have achieved, they have faced barriers along the way. Furthermore, these are struggles they see their women colleagues continuing to face.

While women and men have overcome many barriers to achieve success, women report facing a host of stereotypes and environmental challenges that their male colleagues do not. In addition, they have made more trade-offs and adopted more strategies to achieve balance in their lives than men have.

Clearly, workplaces need to change. Where does responsibility for making that change lie? According to the women and men in this study, the responsibility is a shared one.

Most women and men agree that responsibility for changes necessary to improve opportunities for women in the workplace lies within individual companies. Sixty percent of women and 62 percent of men agree

that it is the company's responsibility to change to meet the needs of management women. However, the responsibility for change also lies with women themselves: about one-half of women (47 percent) and men (51 percent) agree that it is up to women to change to fit into the corporate culture.

Responsibility for Change	Women	Men
It is the company's responsibility to change to meet the needs of management women	60%	62%
It is up to women to change to fit into the corporate culture	47%	51%
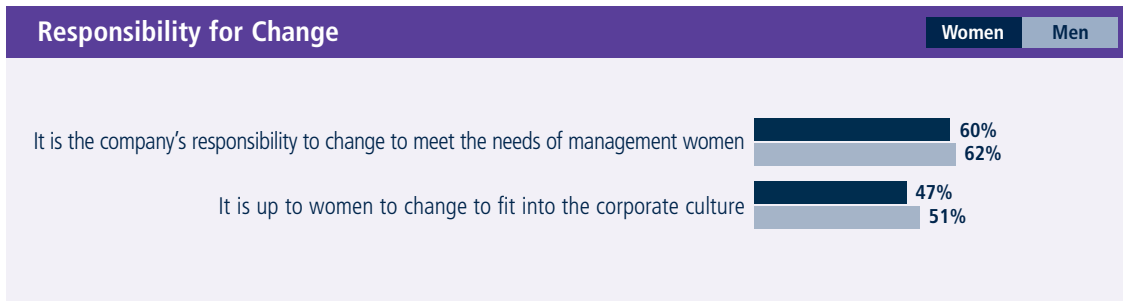
It is important that this study examined the perceptions of both women and men for all of the reasons stated above. But it is relevant for yet another reason. While women began entering the workforce in large numbers in the 1970s, and have gained increasing levels of education, skill, and success, this study demonstrates that, clearly, there is more work to be done to level the playing field. That work—to improve opportunities for women in the workplace—needs to be done by both women and men. In order for real and further change to happen, the responsibility is truly a collective one.

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, **Jossey-Bass (1999).** 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.

Catalyst Spectrumˢᴹ is a web-based service available to Catalyst members that uses technology to assist companies and firms in developing global, national, and local diversity strategies in order to build inclusive workplace cultures. From decades of work to advance women in business, Catalyst knows that employers interested in recruiting, retaining, and advancing top talent need strategies that encompass all dimensions of diversity. Continually updated and enhanced, Catalyst Spectrumˢᴹ keeps you on top of the latest best practices, gives you access to an ever-expanding knowledge base on global diversity issues, and provides a wide range of practical tips and tools.

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: Creating a Business Case for Diversity. Making the case for diversity is the first step in making change. The first step in creating a business case that works for your organization is to understand the different components of the case. In this publication, Catalyst provides line managers and human resources professionals with a framework for understanding all of the potential elements of the business case. We also offer a step-by-step process that will guide you in developing the business case for your company.

Making Change: Developing a Diversity Recruitment Strategy. Successfully recruiting and retaining a diverse workforce requires a strategic approach. This booklet provides the basic steps for developing a diversity recruitment strategy that results in name recognition and approval of your organization among target candidate pools, greater recruitment yield among these groups, and better retention of new hires.

Making Change: Using Metrics to Support Workforce Diversity. Numbers, or metrics, can motivate an organization to undertake the difficult work of making change. Numeric data present a clear picture of the flow of talent through an organization—from employees first entering to those ascending to leadership ranks. Within the context of promoting diversity and inclusion in an organization, metrics can encourage accountability, measure progress over time, and maintain the momentum for change.

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: Moving Women of Color Up the Ladder. Organizations committed to diversity need managers who support and affirm their commitment by developing an inclusive workplace, one that embraces diverse employee populations and nurtures the success of all groups in the organization. Managers must understand the issues facing a growing segment of the workforce—women of color, specifically Latinas, Asian-American and African-American women. In this booklet, Catalyst recommends six important steps for managers to succeed in moving women of color up the ladder.

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: METHODOLOGY

Women in Corporate Leadership, 1996

In 1996, Catalyst released the groundbreaking study, *Women in Corporate Leadership: Progress and Prospects,* the first large-scale study of the experiences and perceptions of women working at the most senior levels in the Fortune 1000. As part of this study, Catalyst also examined the perceptions of Fortune 1000 CEOs, enabling a comparison between their attitudes and those of executive women.

- In September 1995, Catalyst surveyed senior-level women working in Fortune 1000 companies asking about career experiences and perspectives on women's advancement.

- 461 surveys were received from women at the vice president level and above (37 percent response rate).

- Surveys were also sent to all of the CEOs of the Fortune 1000; 325 useable surveys were returned (33 percent response rate).

- In addition, 20 executive women and 22 CEOs (all male) working in Fortune 1000 companies were interviewed by telephone during 1995.

Women in U.S. Corporate Leadership: 2003, and Women and Men in U.S. Corporate Leadership: Same Workplace, Different Realities?

These reports represent a series of Catalyst research on the career experiences and perceptions of U.S. corporate leaders. Data for each report in the series were collected concurrently. In the 2003 report, Catalyst compared the perceptions of executive women and CEOs, and assessed changes since 1996. In this 2004 report, we examine survey responses and data from interviews with executive women and men (directly below the CEO level) working within the Fortune 1000.

- Catalyst replicated its 1996 study, and surveyed senior-level women, at the vice president level and above, during the summer and fall of 2002 using the same survey with additional items. Senior-level men also received the survey.

- Surveys were sent to 3,481 women and 3,409 men whose contact information was obtained through a direct marketing listing service. Three hundred fifty-eight women returned usable surveys (15 percent response rate), and 122 men returned usable surveys (5 percent response rate). In addition, surveys were sent to all Fortune 1000 CEOs; 119 useable surveys were returned (12 percent response rate).

- The second mailing included 1,499 women and 1,811 men who were part of Catalyst's internal contact databases. Three hundred forty-seven women returned usable surveys (23 percent response rate), and 121 men returned usable surveys (7 percent response rate).[12]

- The data from both of these mailings represent the final sample size of 705 senior-level women and 243 senior-level men.

- A total of 33 interviews (20 with senior-level women and 13 with senior-level men) were conducted during summer 2003.

[12] All of the response rates reflect the number of surveys determined to have been undeliverable due to participants' change of employers.

ACKNOWLEDGMENTS

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