

“Women as Leaders”

Results of the 2005 Athena Survey: *A Report on the Progress of San Diego Women Executives*

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Athena Survey Objective

To create a measurement tool to determine the progress of women executives in San Diego based technology and technology-aligned companies

Athena Survey Goals

- To assist women in San Diego to succeed in executive ranks in organizations
- To assist organizations in implementing programs to attract and retain executive women
- To assist Athena in developing programs to advance women in organizations

Survey Design

- 43 questions focused on respondents' *perceptions* about
 - Their own careers
 - Their companies' policies and practices
- Additional study
 - Telephone survey of Athena member companies
 - The companies' benefits, policies and practices

Who We Are

- 306 total respondents
 - Athena executive and associate members
- Industries
 - 53% from science or technology companies
 - 37% from technology-aligned companies
 - 8% from government or universities
 - 30% biotech, biomed or pharmaceutical
 - 15% legal services
 - 5% defense technology

Who We Are *(Continued)*

- 88% of respondents are Caucasian
- 64% are age 35-55
- graduate degrees
 - Masters: 33%
 - Ph.D.: 21%
 - J.D.: 18%
 - M.D.: 1%

Executive Titles

- 31% Director or Manager
- 18% VP or SVP or Exec VP
- 8% Partner/Shareholder
- 7% President or CEO
- 4% Owner or Founder
- 4% COO or CFO or CSO

Personal Status

- 72% married/life partner
- 48% have children
- 2% have parents living with them as dependents
- 84% contribute more than half of their annual household income

Work Habits

- 20% report working an average of 40-50 hours per week
- 42% report working an average of 50-60 hours per week
- 30% report working an average of 60 or more hours per week
- In a 3-month period, 26% reported they spent *no* nights away from home, and 17% reported spending 10 or more nights away from home

Where We Are

- 65% are *not* the only female at that job level in their organization
- 67% report two or fewer levels between them and the highest level
- 33% are the highest female executive in their company
- 62% hold line positions

(revenue generating or profit and loss responsibility)

Progress of Women in Executive Management

- Only 32% of respondents indicated that the progress of women into executive management has **increased** in the past 2 years
- Only 24% of respondents indicated a belief that the number of women holding executive management positions would **increase** in the next 2 years

Experience Counts . . .

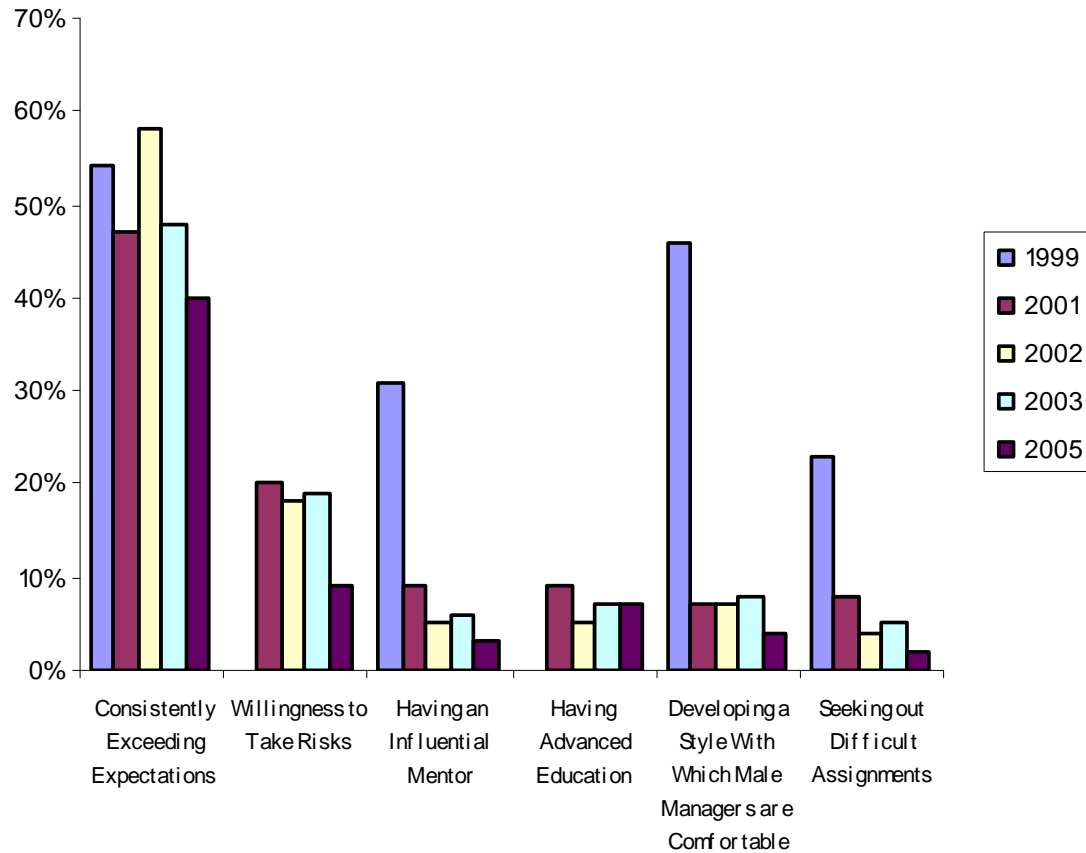
- 63% of respondents have more than 15 years of professional work experience
- 81% have worked with 4 or fewer different organizations
- Only 30% have been in their current job for 5 or more years
- 20% have held their current job title for less than 1 year

Why They Are There

The most influential factor in career success

- 40% consistently exceeding expectations
- 23% hard work
- 9% willingness to take risks
- 4% developing a style male managers are comfortable with

Most Influential Factor in Career Success

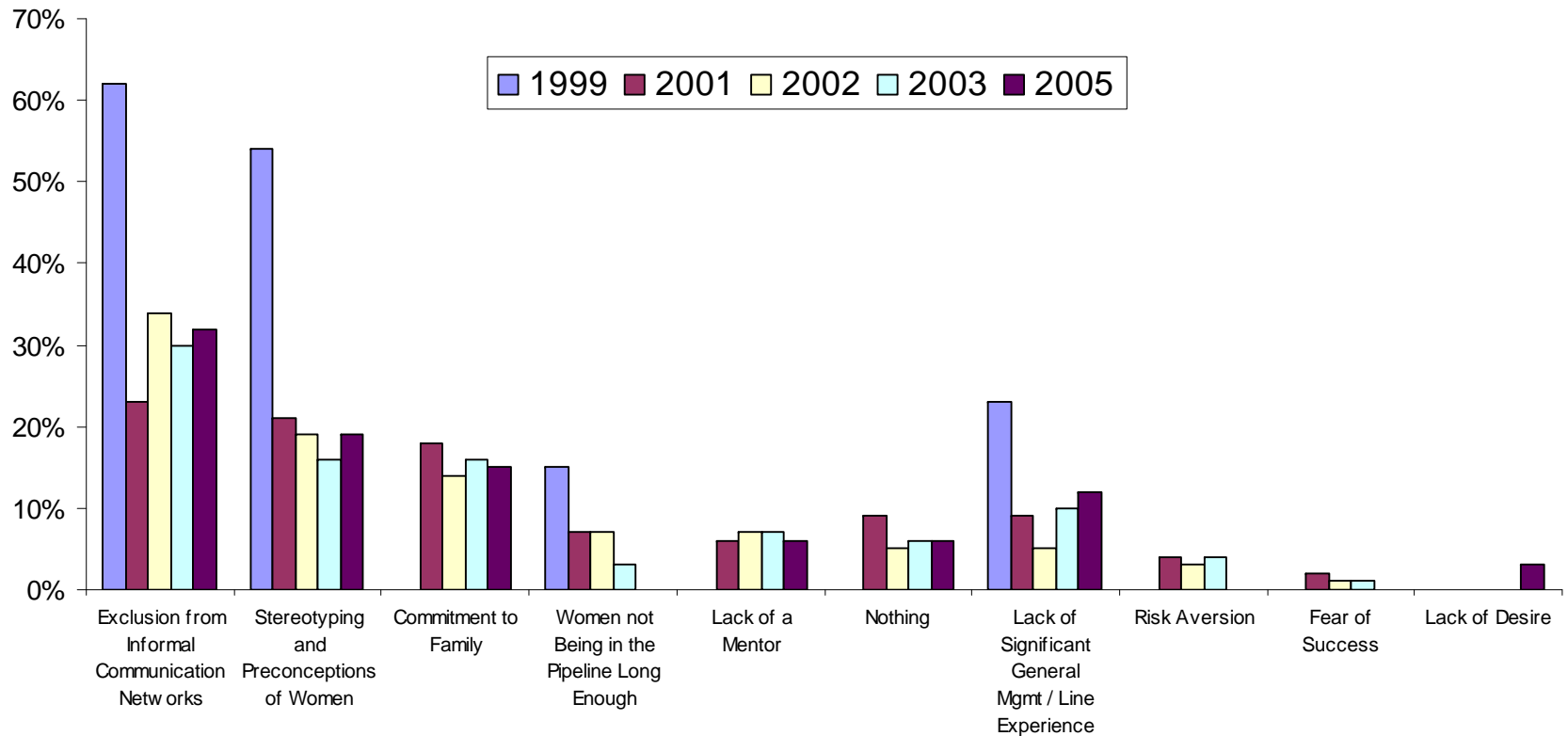


What Holds Women Back

The most important factor holding women back

- 32% exclusion from informal networks of communication
- 19% stereotyping and preconceptions of women
- 15% commitment to family
- 6% think nothing holds women back

The Most Important Factor Holding Women Back From Advancement Into Corporate Leadership



Attracting and Retaining Executive Women

- 43% of respondents agreed or strongly agreed that their company is effective at **attracting** women executives
- 38% agreed or strongly agreed that their company is effective at **developing** women executives
- 41% of respondents agreed or strongly agreed that their company is effective at **retaining** women executives

Company Initiated Strategies Important for Women's Career Advancement

- 37% cited obtaining high visibility assignments
- 29% indicated “none”
- 18% cited programs that identify high potential employees
- 5% cited attending training or education courses
- 2% cited formal mentoring programs

Implications

What companies can do

- Focus on providing high visibility assignments to female employees
- Identification and development of high potential employees
- Provide training and educational opportunities
- Develop meaningful programs for career development

Attitudes

- **88% agreed that they are willing to put in a great deal of extra effort to help their organization succeed**
- **75% agreed that they feel loyalty to their organization**
- **77% agreed that their values are similar to their organization's**
- **42% agreed that they could be working for a different company as long as they were doing the same type of work**
- **90% agreed that they really care about the fate of their organization**

Attitudes *(Continued)*

- **97% agreed that they get along well with their co-workers**
- **60% agreed that opportunities for advancement at their organization is limited**
- **61% agreed that they are satisfied with their work and family/personal life balance**
- **64% agreed that their organization inspires the very best in them**
- **30% agreed that it would take very little to cause them to leave their organization**

Lifestyle and Balance

- **71% say they have a lot of control over how they balance work and personal life**
- **88% say they have a lot of control over how they do their work**
- **86% say they often come into work early or stay late**
- **79% say they can easily rearrange their work schedule to arrange time off for family or personal obligations**
- **86% report working under tight deadlines is common**

Lifestyle and Balance *(Continued)*

- **48% reported putting more energy into work than personal and family life**
- **58% reported getting an adrenaline “high” from dealing with challenges at work**
- **46% reported wanting to cut down on the number of hours spent working**
- **45% reported feeling overloaded by all the roles they play**

Lifestyle and Balance *(Continued)*

- **44% reported worrying about how their long hours affect others**
- **53% reported other people have adjusted to the pressures of their work**
- **38% reported pushing themselves too hard and exhausting themselves**
- **36% reported that most of the people they see socially are people they met through work**

Children

- **48% have children**
- **14% have 1-2 children under the age of 6 living with them**
 - **of these, 27% reported 10 or fewer hours a week of care provided by someone other than parent**
 - **55% reported 40 or more hours a week of care provided by someone other than parent**

Children *(Continued)*

- **21% have 1-2 children between the ages of 6-15 living with them**
 - **of these, 62% reported 10 or fewer hours a week of care provided by someone other than parent**
 - **8% reported 40 or more hours a week of care provided by someone other than parent**

Children *(Continued)*

- **6% have 1-2 children between the ages of 16-18 living with them**
- **18% have children over the age of 18**
- **30% claim primary responsibility for childcare, while 38% report having shared responsibility**

Flexible Work Arrangements

- 24% indicated that their companies did not have **any** formal policies or guidelines for flexible work arrangements
- Only 43% have used flexible work arrangements at some point in their career
 - Of these, 9% believe it had a negative effect
35% believe it had a positive effect
16% believe it had both positive and negative effects
39% believe it had no effect
- 47% have had an **informal** arrangement with their company to allow them to balance work and personal life

Childcare Programs

- 63% report no additional family leave/childcare programs beyond what is required by law
- Only 12% have used available family leave and childcare programs
 - Of these, 7% believe it had a negative effect
13% believe it had a positive effect
9% believe it had both positive and negative effects
71% believe it had no effect

Study of San Diego Public Companies

- 26 companies employing Athena members
- 3 - 2500 full-time employees

Board of Directors

- For these companies, there are 17 women board members out of 73, or 23% of the total
- 10 of the companies have **no** women on their board

Fortune 500 Companies

- 13.6% of board seats held by women
(Catalyst, 2003)
- For the companies surveyed, 23% of board seats held by women

Executive Officers

- For these 26 companies, there are 34 women executive officers out of 90, or 38% of the total
- Only one of the 26 companies lists no women among their executive officers
- 10 of the 26 companies list only 1 woman among their executive officers

Fortune 500

- 15.7% of corporate officers are women
(Catalyst, 2002)

- For the companies surveyed, 38% of officers are women

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