



Women in Corporate Leadership II: Progress and Prospects

Athena
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Catalyst



catalyst



Catalyst's Mission: To Advance Women In Business

- Enable women in business to achieve maximum potential
- Help employers capitalize upon the talents of **all** employees, regardless of gender



Our Programs and Services

- Research
- Advisory Services
- Corporate Board Placement
- Membership
- Catalyst Award
- Books and Publications

Women in Corporate Leadership: A Global Undertaking

- 1996 Women in U.S. Corporate Leadership
- 1997 Women in Canadian Corporate and Professional Leadership
- 1999 Women in Corporate Leadership: United Kingdom
- 2002 Women in European Corporate Leadership
- 2003 Women in U.S. Corporate Leadership: II

Work Satisfaction

Women

Current position	80%
Current employer	79%
Respect with which you are treated at work	77%
Financial compensation	72%
Opportunities to network	57%
Career advancement opportunities	57%
Availability of mentors	23%

Managing Work with Family and Personal Life

During my career, I have had to put my career goals on hold in order to achieve my personal aspirations

20%

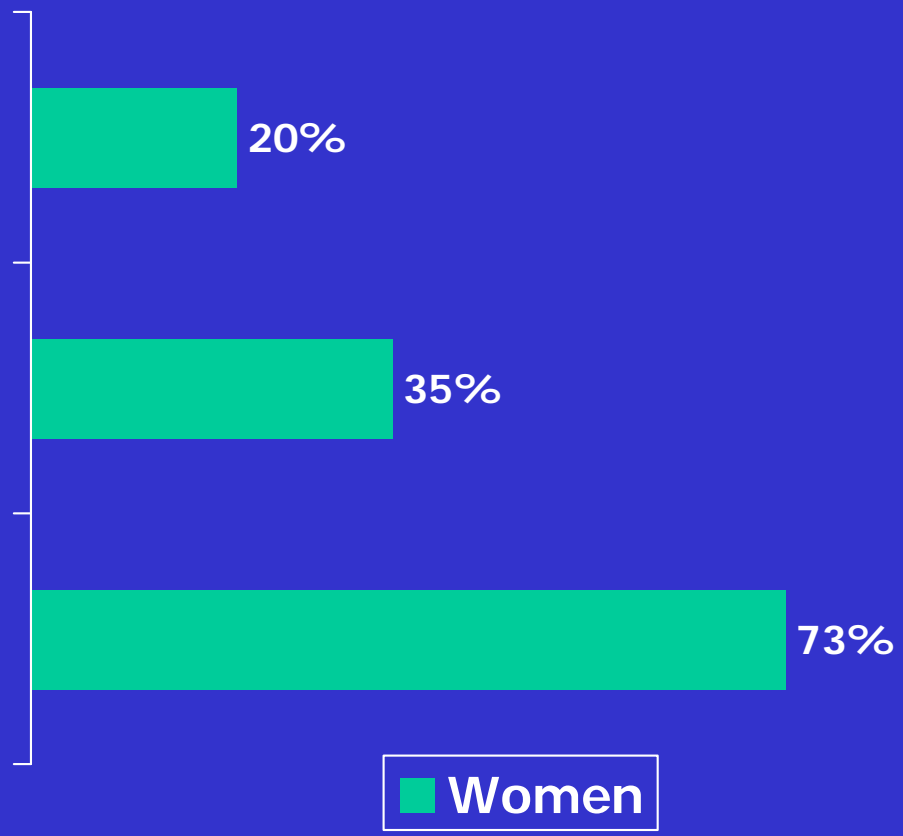
I have had to put personal goals on hold in order to get where I am in my career

35%

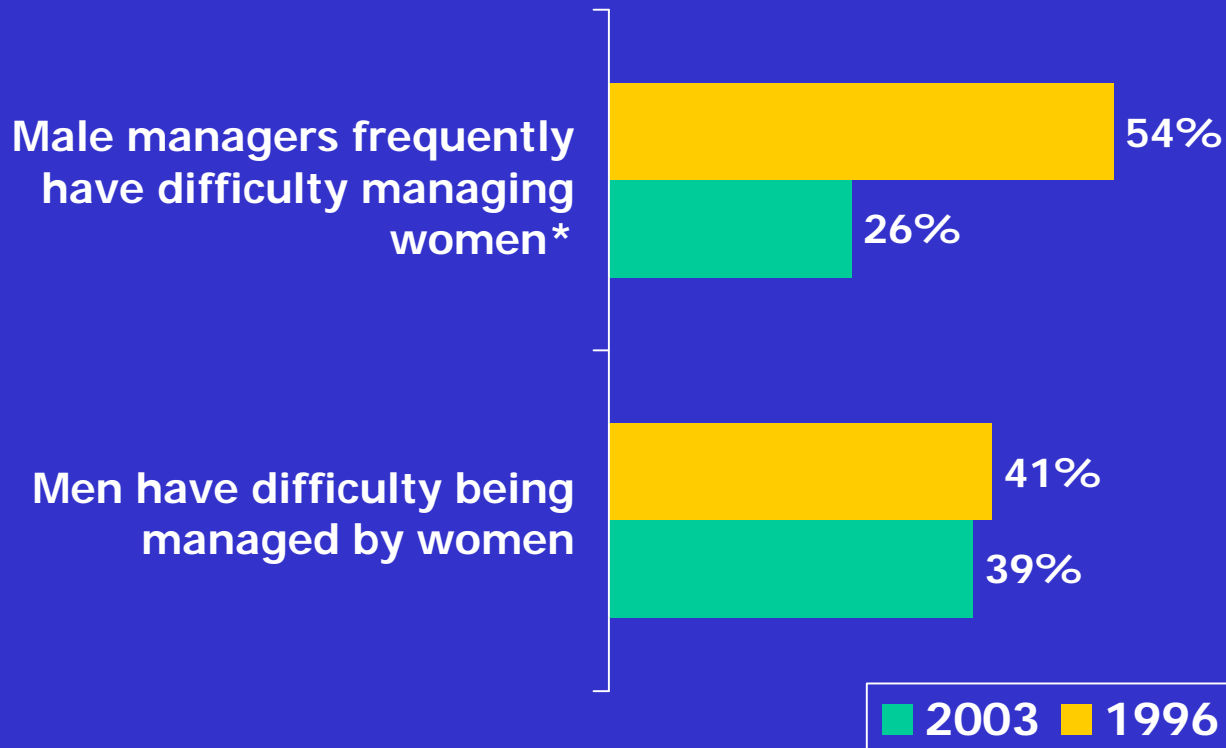
I am comfortable with the trade-offs I have made between my career and personal goals

73%

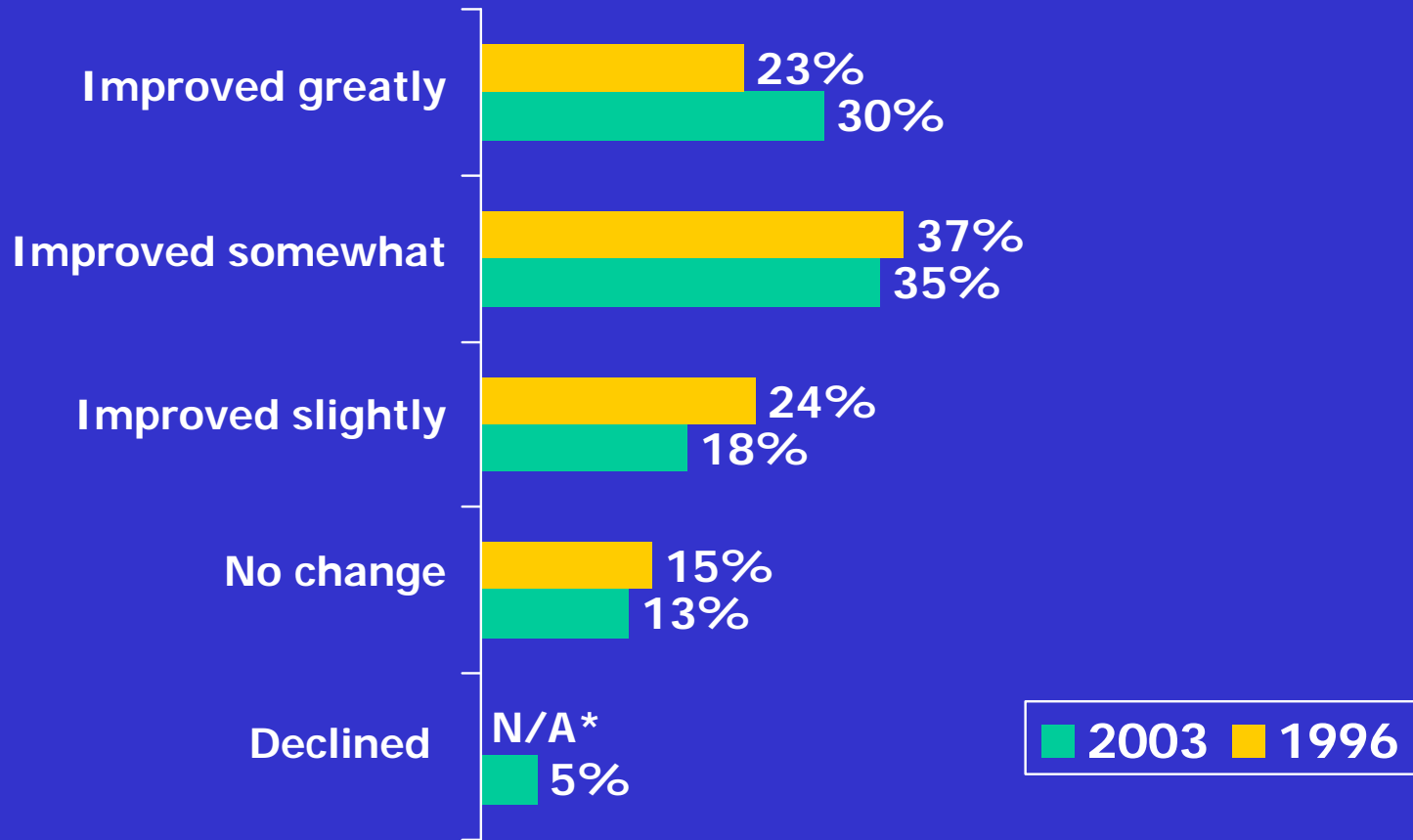
■ Women



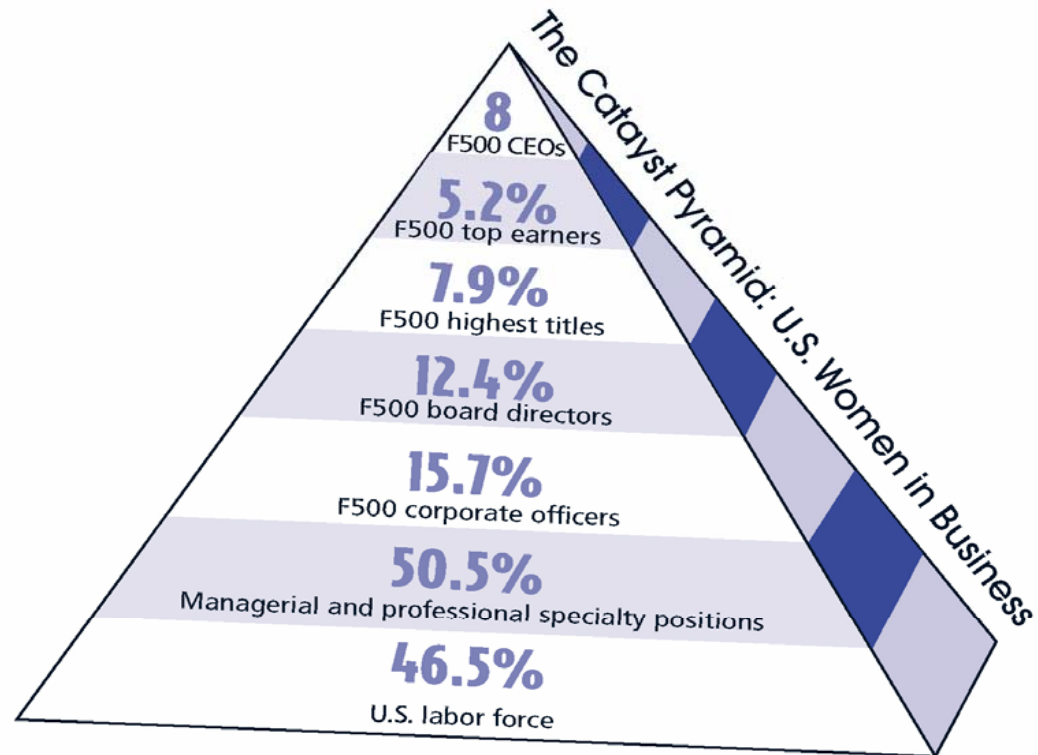
Attitudes Towards Women in the Workplace: 1996, 2003



Opportunities for Women to Advance in Company Within Past Five Years

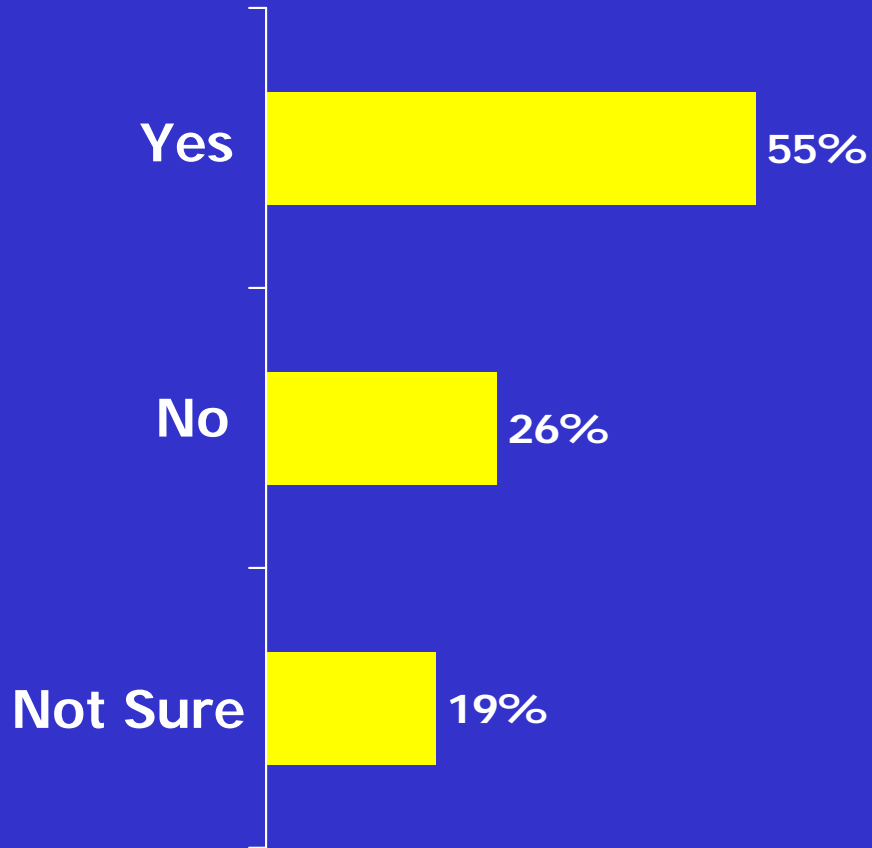


Women in Corporate America

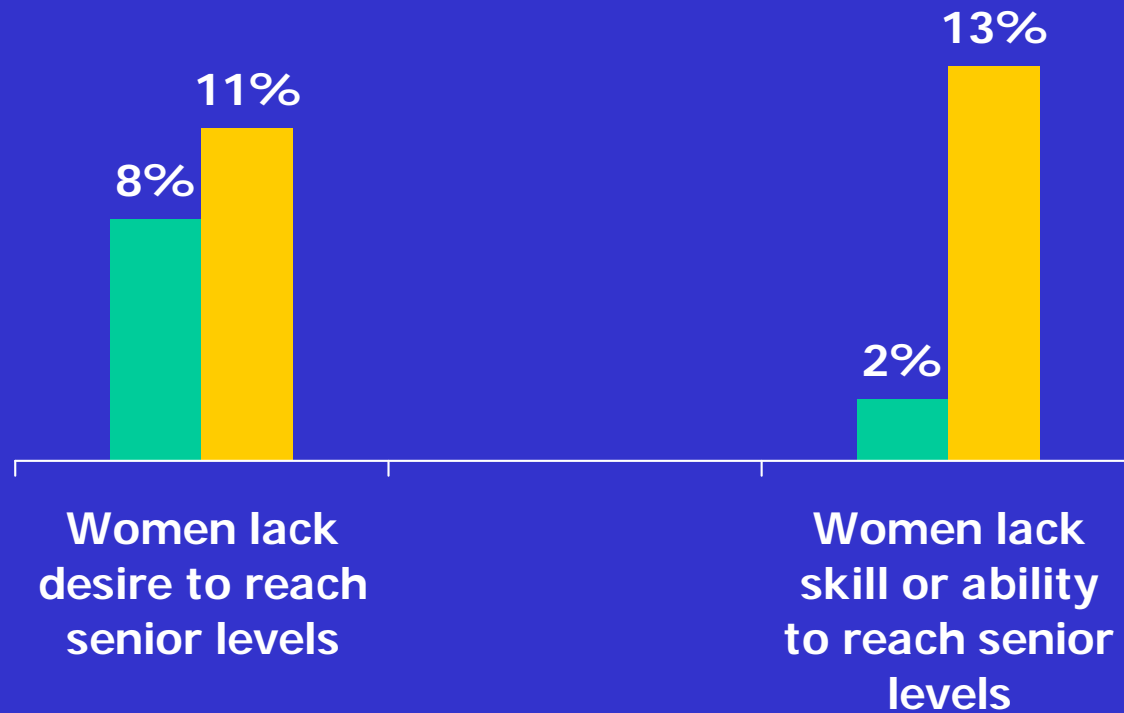


Sources: Bureau of Labor Statistics, Employment & Earnings, January 2003;
Catalyst, 2001 Catalyst Census of Women Board Directors;
Catalyst, 2002 Catalyst Census of Women Corporate Officers and Top Earners

Aspiration to Be at the Top



Skill & Desire to Be at the Top

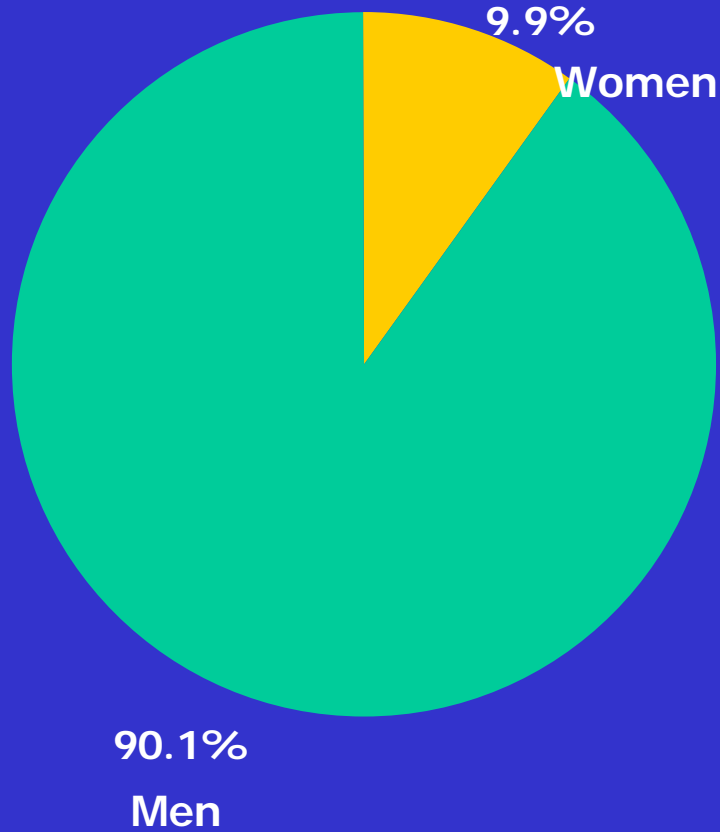


■ Women ■ CEOs

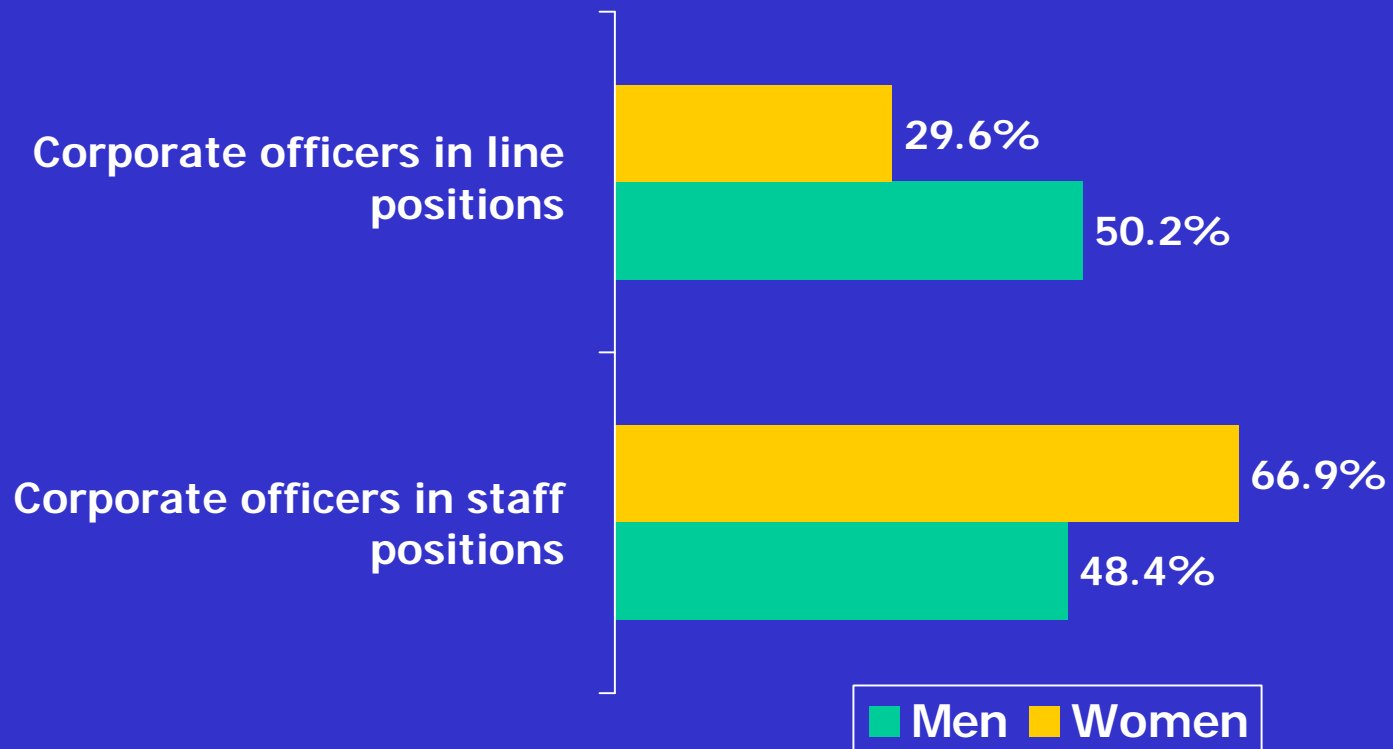
Barriers to Women's Advancement: 2003

	Women	CEOs
Lack of significant general management/line experience	47%	68%
Exclusion from informal networks	41%	18%
Stereotyping of women's roles and abilities	33%	12%
Failure of senior leadership to assume accountability for women's advancement	29%	37%
Commitment to personal/family responsibilities	26%	16%
Women not in management ranks long enough	10%	20%
Lack of desire to reach senior levels	8%	11%
Lack of skill or ability to reach senior levels	2%	13%

Line Corporate Officer Positions in the Fortune 500: 2002



Line vs. Staff Positions: 2002



Strategies for Women's Advancement: 2003

	Women	CEOs
Exceeding performance expectations	69%	53%
Successfully managing others	49%	63%
Developing a style with which male managers are comfortable	47%	11%
Having recognized expertise in specific content area	46%	17%
Seeking out difficult or highly visible assignments	40%	32%
Gaining line management experience	28%	50%
Networking	23%	17%
Developing and adhering to own career goals	20%	7%

Responsibility for Change

Failure of senior leadership to assume accountability for women's advancement is a barrier

29%

37%

It is the company's responsibility to change to help meet the needs of management women

60%

64%

■ CEOs ■ Women



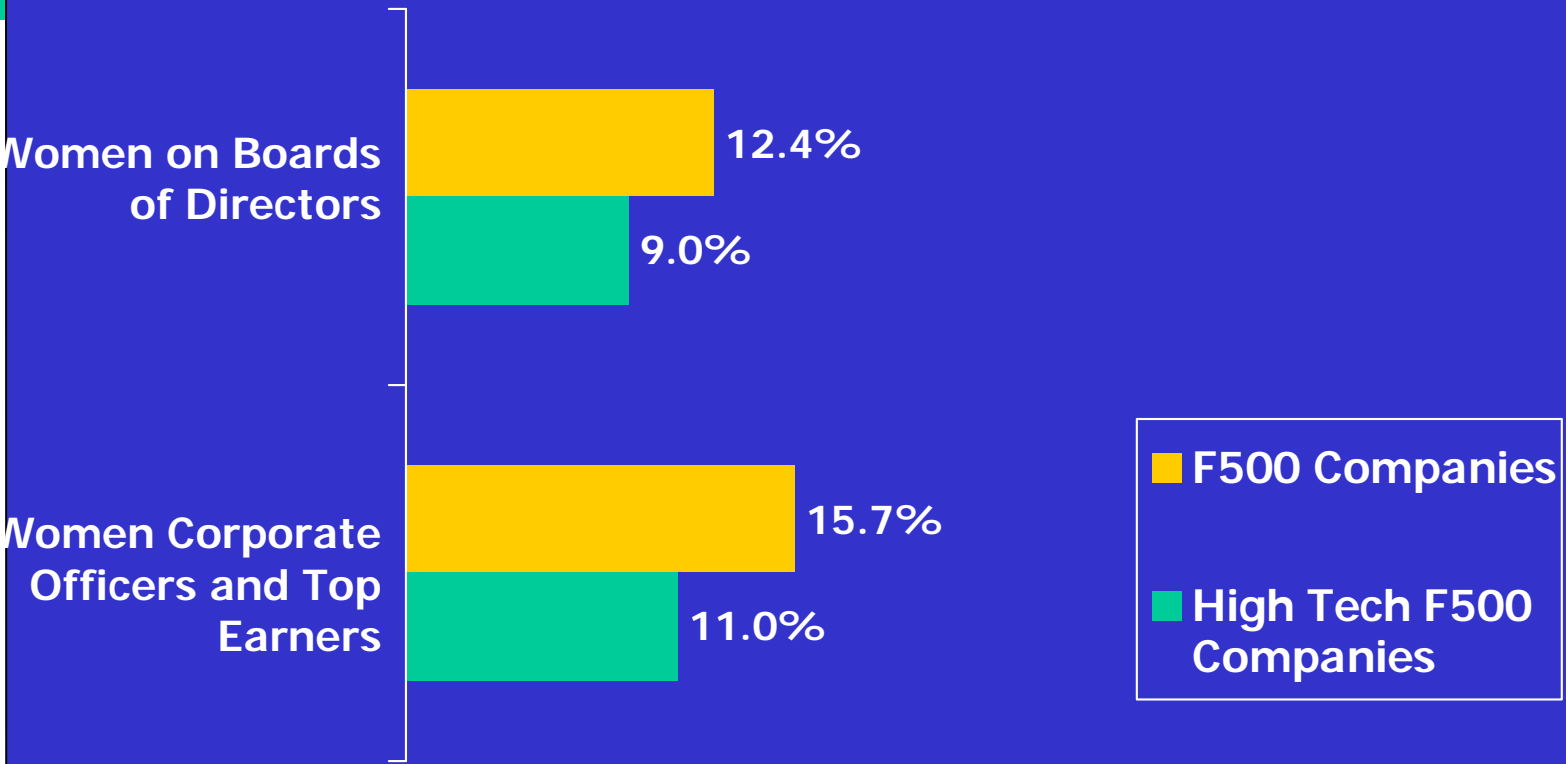
Bit by Bit: Catalyst's Guide to Advancing Women in High Tech Companies



Bit by Bit: Methodology and Participants

- Five roundtable discussions
- 73 participants from 27 high tech companies
- 68% female; 32% male
- 39% people of color
- 67% at vice president level or above

Women in High Tech Leadership: The Numbers





Barriers To Advancement

- Exclusionary corporate culture
- Failure to strategically and objectively recruit and develop employees
- Women have less access to role models, networks and mentors
- Conflict of work responsibilities with personal and family commitments



What can companies do?

- Build and communicate leadership commitment
- Create accountability measure and metrics
- Address stereotyping
- Provide a range of leadership models

Leadership Careers in High Tech: Wired for Success

- There is no one route to the top.
- You do not need a technical degree to make it to the top.
- Networks are critical to advancement and mobility.
- The high tech industry is not a meritocracy.

Bit by Bit: Action Steps

- Benchmark.
- Develop mentoring and networking programs.
- Hold regular roundtable discussions.
- Attract women to the educational pipeline.



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and

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