

“Women as Leaders”

Results of the 2007 Athena Survey: *A Report on the Progress of San Diego Women Executives*

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Special Thanks To:

- Mary Blair-Loy, Ph.D.
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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

- 41 questions focused on *perceptions* about
 - Their job characteristics
 - Their work-life balance
 - Their companies' policies and practices

Who We Are

- 130 total respondents
 - Athena executive and associate members
- Industries
 - 59% from science or technology companies
 - 31% biotech, biomed, medical devices, or pharmaceutical
 - 16% computers, software, electronics, communication
 - 5% defense technology
 - 41% from professional or service firms
 - 18% legal services
 - 5% accounting services
 - 5% banking services
 - 5% insurance services

Who We Are *(Continued)*

- 79% of respondents are Caucasian
- Mean age 45 years (28 min. to 75 max.)
- Mean income \$232K (\$50K min. to >\$1M max.)
- Graduate degrees
 - Masters 30%
 - Ph.D. 16%
 - J.D. 19%
 - M.D. 3%

Who We Are *(Continued)*

- 59% of respondents have more than 15 years of professional work experience
- 66% have worked with 4 or fewer different organizations
- Only 31% have held their current job title for 5 or more years
- 28% have held their current job title for 1 year or less

Who We Are *(Continued)*

- 34% Director or Manager
- 24% VP or SVP or Exec VP
- 16% Partner/Shareholder
- 5% COO or CFO
- 3% President or CEO or Founder

Where We Are

- 75% are *not* the only female at their job level in their organization
- 27% are the highest female executive in their company
- 55% hold line positions
(revenue generating or profit and loss responsibility)
- 95% hold full time positions

Work Habits

- 53.5 hours worked per week (mean)
(12 min. to 110 max)
- 19 people supervised (mean)
(0 min. to 800 max.)
- 5.4 nights away from home per 3 mo. period (mean)
(0 min. to 50 max.)
- 1.3 days absent from work per 3 mo. period (mean)
(0 min. to 25 max.)

Personal Status

- 83% married/life partner
- 53% have children
- 3% have parents living with them as dependents
- 78% contribute more than half of their annual household income

Children

- 20% have 1-2 children under the age of 6 living with them
 - 31.5 hours per week of care provided by someone other than parent (mean)
- 18% have 1-3 children between the ages of 6-15 living with them
 - 11.9 hours per week of care provided by someone other than parent (mean)
- 8% have 1-5 children between the ages of 16-18 living with them
- 14% have children over the age of 18

Children *(Continued)*

- 51% report having shared responsibility for childcare
- 23% report spouse or partner has primary responsibility for childcare
- 21% claim primary responsibility for childcare
- 5% report another adult has primary responsibility

Childcare Programs

- 63% report no additional family leave/childcare programs beyond what is required by law
- Only 15% have used available family leave and childcare programs
 - Of these, 13% believe it had a negative effect
31% believe it had a positive effect
6% believe it had both positive and negative effects
50% believe it had no effect

Flexible Work Arrangements

- 29% indicated that their companies did not have *any* flexible work arrangements
- 42% have had an *informal* arrangement with their company to allow them to balance work and personal life
- Only 44% have used flexible work arrangements at some point in their career
 - Of these, 10% believe it had a negative effect
45% believe it had a positive effect
12% believe it had both positive and negative effects
33% believe it had no effect

Progress of Women in Executive Management

- Only 32% of respondents believe that the progress of women into executive management **increased** in the past 2 years
- 58% believe no progress in the past 2 years
- 10% believe that the progress of women into executive management **decreased** in the past 2 years

Progress of Women in Executive Management *(Continued)*

- Only 25% of respondents believe that the progress of women into executive management will **increase** in the next 2 years
- 67% believe there will be no progress in the next 2 years
- 8% believe that the progress of women into executive management will **decrease** in the next 2 years

Attracting and Retaining Executive Women

- 49% of respondents agreed or strongly agreed that their company is effective at **attracting** women executives
- 35% agreed or strongly agreed that their company is effective at **developing** women executives
- 39% of respondents agreed or strongly agreed that their company is effective at **retaining** women executives

Company Initiated Strategies Important for Women's Career Advancement

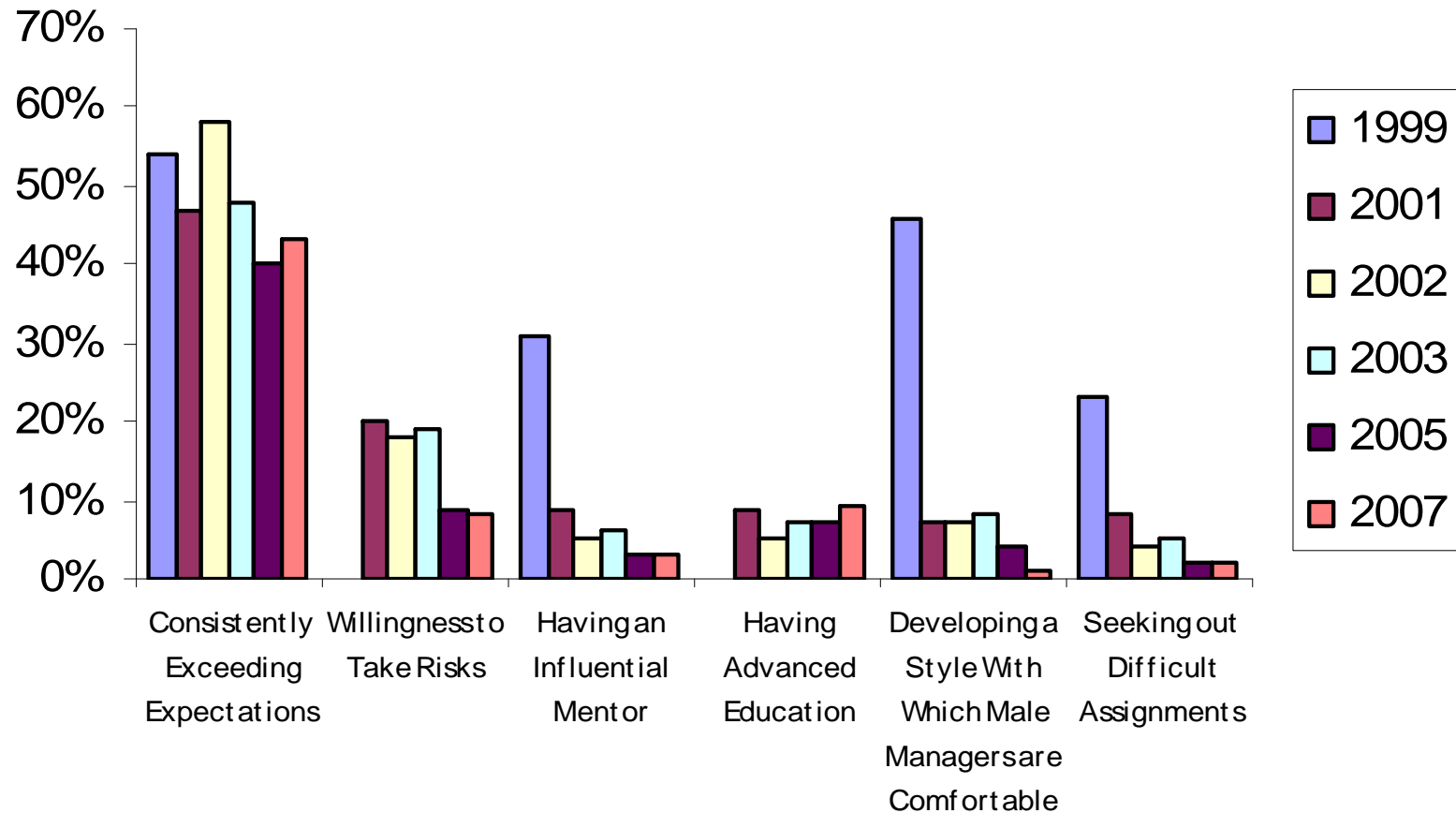
- 32% cited obtaining high visibility assignments
- 16% indicated “none”
- 15% cited programs that identify high potential employees
- 12% cited client development
- 7% cited attending training or education courses
- 2% cited formal mentoring programs

Why Women Succeed

The most influential factor in career success

- 43% consistently exceeding expectations
- 25% hard work
- 9% having advanced education or specific training
- 8% willingness to take risks
- 6% networking

Most Influential Factor in Career Success

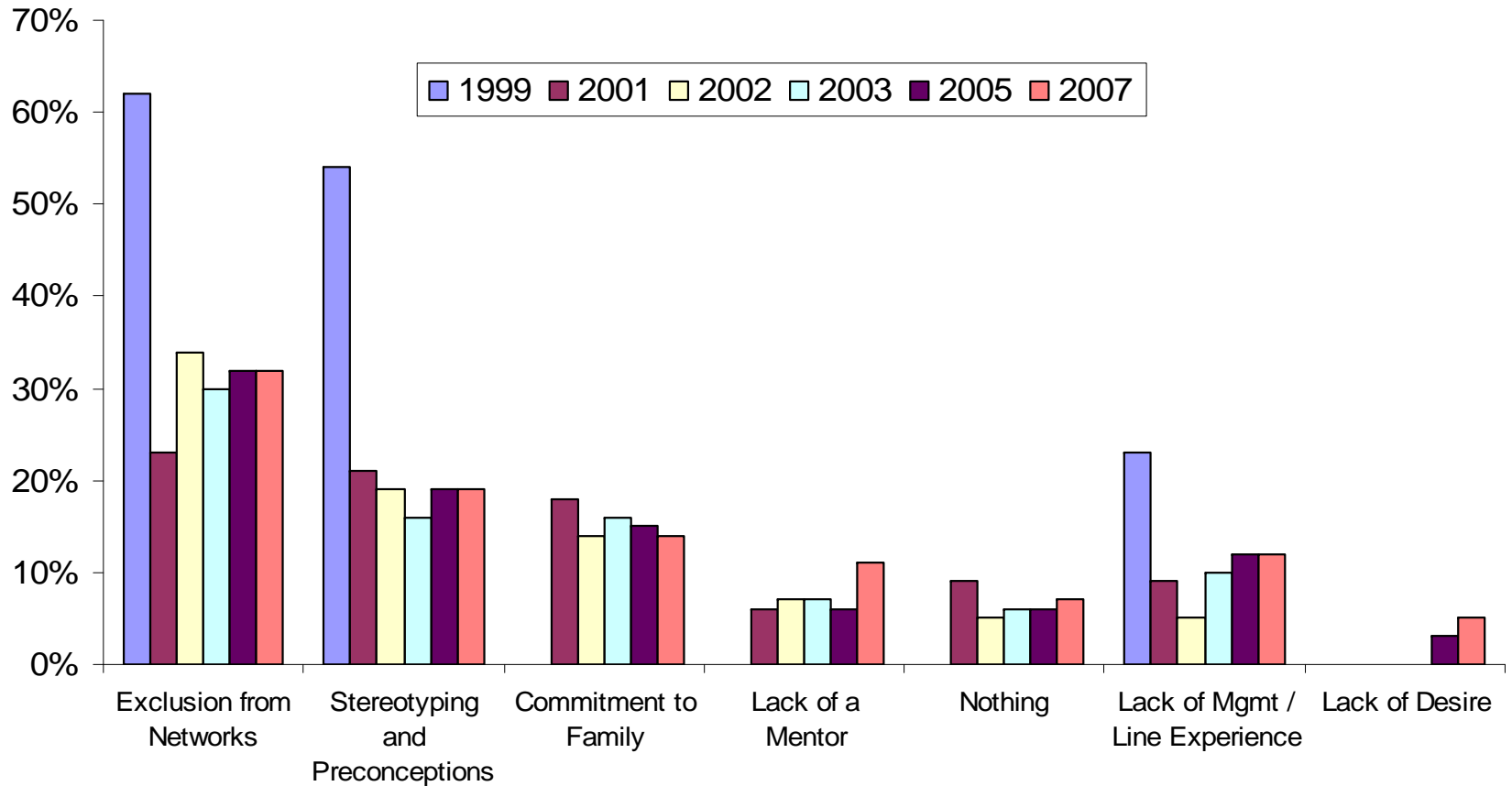


What Holds Women Back

The most important factor holding women back

- 32% exclusion from informal networks of communication
- 19% stereotyping and preconceptions of women
- 14% commitment to family
- 7% believe nothing holds women back

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



Attitudes

- 90% agreed that they are willing to put in a great deal of extra effort to help their organization succeed
- 71% agreed that they feel loyalty to their organization
- 72% agreed that their values are similar to their organization's
- 89% agreed that they really care about the fate of their organization
- 61% agreed that their organization inspires the very best in them

Attitudes *(Continued)*

- 73% are quite satisfied with their current job situation

But...

- 61% agreed that opportunities for advancement at their organization are limited
- 42% agreed that they could be working for a different company as long as they were doing the same type of work
- 31% agreed that it would take very little to cause them to leave their organization

Lifestyle and Balance

- 62% are satisfied with their work and family/personal life balance
- 75% have a lot of control over how they balance work and personal life
- 88% have a lot of control over how they do their work
- 71% can easily rearrange their work schedule to arrange time off for family or personal obligations
- 84% often come into work early or stay late
- 95% work under tight deadlines is common
- 47% reported job responsibilities make it difficult to do some work from home

Lifestyle and Balance *(Continued)*

- 65% get an adrenaline “high” from dealing with challenges at work
- 49% put more energy into work than personal and family life
- 42% push themselves too hard and exhausting themselves
- 44% want to cut down on the number of hours spent working
- 45% feel overloaded by all the roles they play
- 60% reported other people have adjusted to the pressures of their work

What Companies Can Do

- Provide executive women with high visibility jobs and assignments
- Support informal mentoring relationships for women executives
- Include executive women in informal networks of communication
- Continue to identify and cultivate female “high potentials”
- Increase the number of women on corporate boards and in executive positions

What Women Can Do

- Seek high visibility assignments throughout our careers
- Take advantage of company-sponsored opportunities for advanced training and education
- Find influential mentors to support our career growth
- Seek greater participation in informal networks of communication

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