

“Women as Leaders”

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

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INTELLECTUAL PROPERTY LAW

Athena Survey Objective and Goals

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

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

Who We Are

- 433 total respondents
 - Athena executive and associate members, others from local biotech and high tech community
- Industries
 - 53% from science or technology companies
 - 30% biotech, biomed, medical devices, or pharmaceutical
 - 11% computers, software, electronics, communication
 - 2% defense technology
 - 47% from professional or service firms
 - 11% education
 - 9% legal services
 - 4% banking services
 - 3% venture capital
 - 3% accounting services

Who We Are *(Continued)*

- 82% of respondents are Caucasian
- Average age 41 years (24 min. to 74 max.)
- Average income \$183K (<\$50K min. to >\$1M max.)
- Graduate degrees
 - Masters 31%
 - Ph.D. 21%
 - J.D. 10%
 - M.D. 1%

Who We Are *(Continued)*

- 62% of respondents have more than 15 years of professional work experience
- 63% have worked with 4 or fewer different organizations
- 32% have held their current job title for 5 or more years
- 27% have held their current job title for 1 year or less

Who We Are *(Continued)*

- 32% Director or Manager
- 13% VP or SVP or Exec VP
- 6% Partner/Shareholder
- 3% COO or CFO
- 11% President or CEO or Founder

Where We Are

- 70% are *not* the only female at their job level in their organization
- 29% are the highest female executive in their company
- 59% hold line positions
(revenue generating or profit and loss responsibility)
- 95% hold full time positions

Work Habits

- 51 hours worked per week (average)
(5 min. to 100 max)
- 36 people supervised (average)
(0 min. to 3000 max.)
- 6 nights away from home per 3 mo. period (average)
(0 min. to 90 max.)
- 1.2 days absent from work per 3 mo. period (average)
(0 min. to 28 max.)

Personal Status

- 75% married/life partner
- 54% have children
- 3% have parents living with them as dependents
- 83% contribute more than half of their annual household income

Progress of Women in Executive Management

- Only 34% of respondents believe that the progress of women into executive management **increased** in the past 2 years
- 56% 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 24% of respondents believe that the progress of women into executive management will **increase** in the next 2 years
- 69% believe there will be no progress in the next 2 years
- 6% believe that the progress of women into executive management will **decrease** in the next 2 years

Attracting and Retaining Executive Women

- 52% of respondents agreed or strongly agreed that their company is effective at **attracting** women executives
- 45% agreed or strongly agreed that their company is effective at **developing** women executives
- 48% of respondents agreed or strongly agreed that their company is effective at **retaining** women executives

Company Initiated Strategies Important for Women's Career Advancement

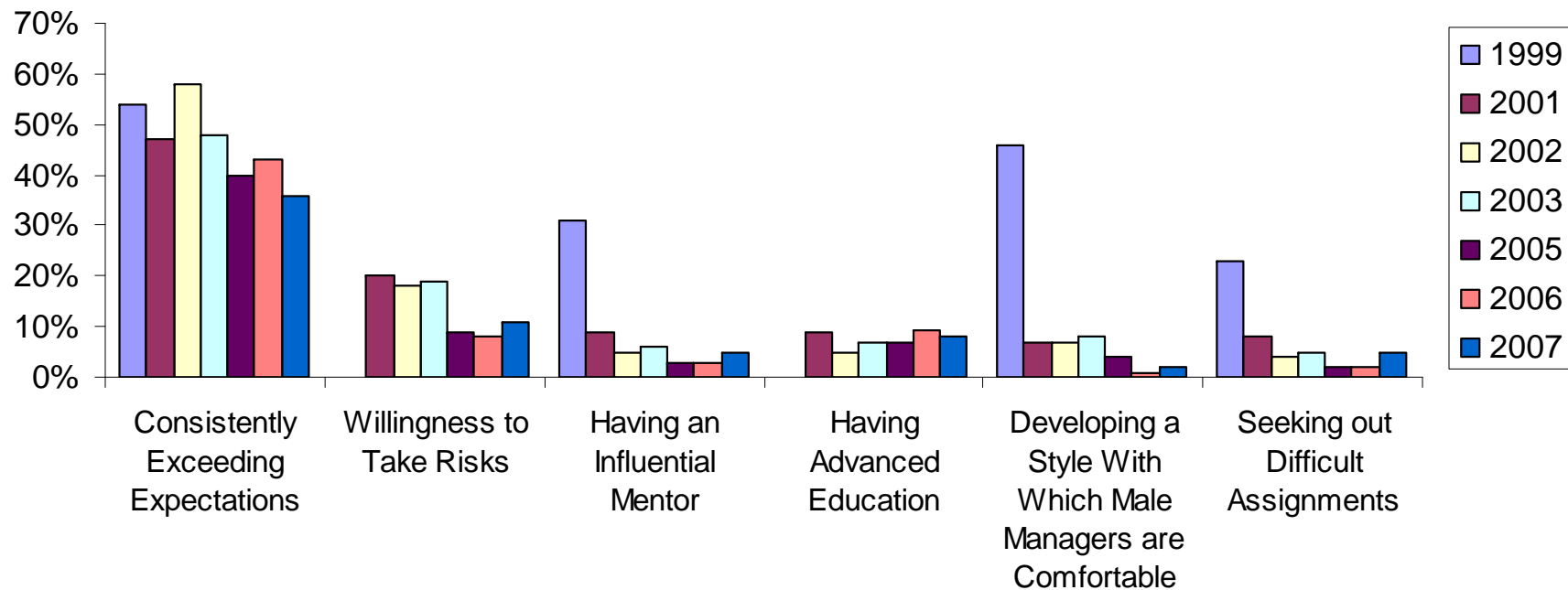
- 24% cited obtaining high visibility assignments
- 18% indicated “none”
- 16% cited programs that identify high potential employees
- 5% cited client development
- 4% cited attending training or education courses
- 1% cited formal mentoring programs

Why Women Succeed

The most influential factor in career success

- 36% consistently exceeding expectations
- 24% hard work
- 11% willingness to take risks
- 8% having advanced education or specific training
- 5% networking

Most Influential Factor in Career Success

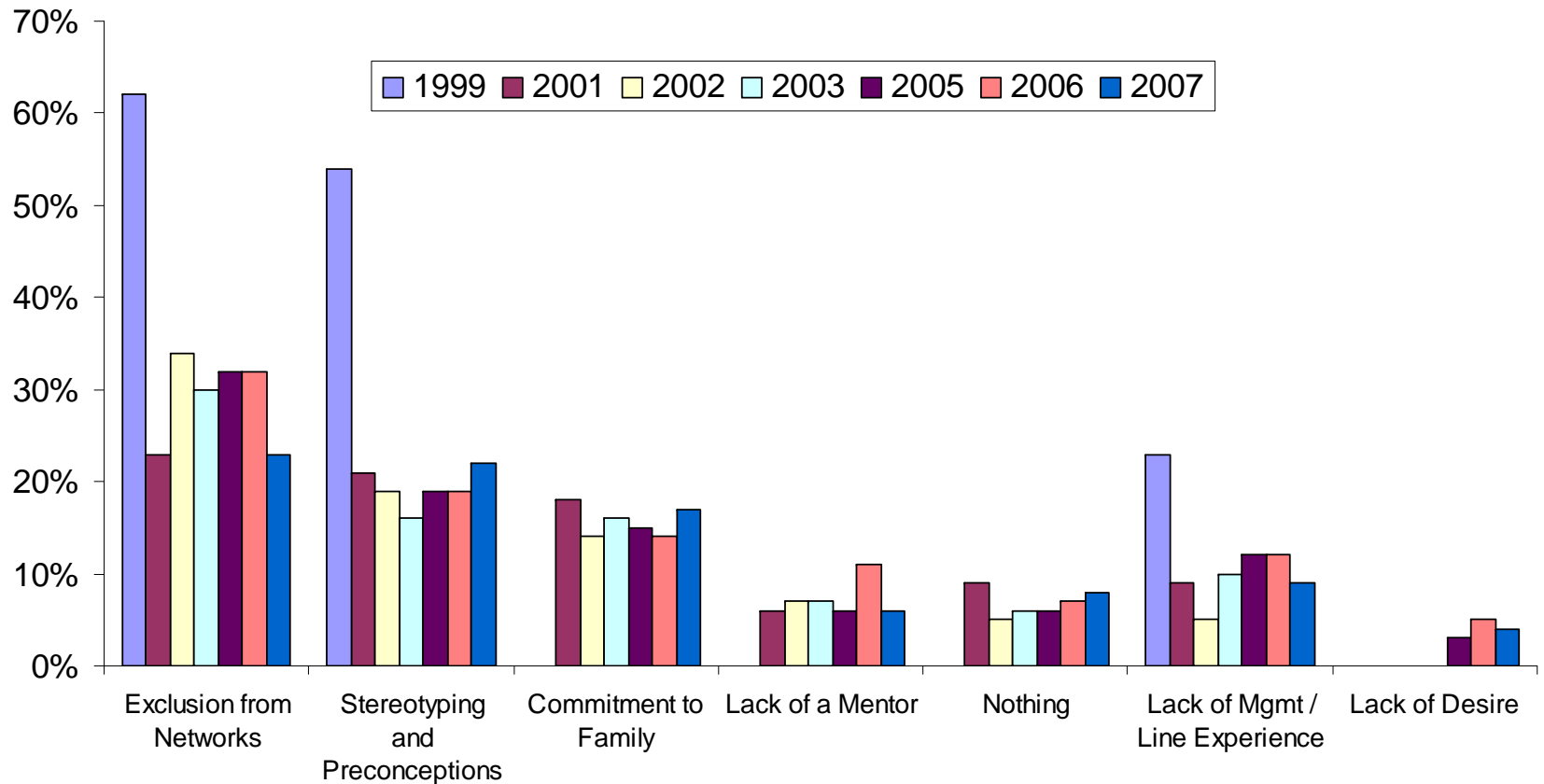


What Holds Women Back

The most important factor holding women back

- 23% exclusion from informal networks of communication
- 22% stereotyping and preconceptions of women
- 17% commitment to family
- 8% believe nothing holds women back

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



Lifestyle and Balance

- 76% have a lot of control over how they balance work and personal life
- 89% have a lot of control over how they do their work
- 79% can easily rearrange their work schedule to arrange time off for family or personal obligations
- 83% often come into work early or stay late
- 86% work under tight deadlines is common
- 42% reported job responsibilities make it difficult to do some work from home

Lifestyle and Balance *(Continued)*

- 55% get an adrenaline “high” from dealing with challenges at work
- 44% put more energy into work than personal and family life
- 36% push themselves too hard and exhausting themselves
- 41% want to cut down on the number of hours spent working
- 45% feel overloaded by all the roles they play
- 59% reported other people have adjusted to the pressures of their work

Attitudes

- 91% agreed that they are willing to put in a great deal of extra effort to help their organization succeed
- 76% agreed that they feel loyalty to their organization
- 78% agreed that their values are similar to their organization's
- 92% agreed that they really care about the fate of their organization
- 68% agreed that their organization inspires the very best in them

Attitudes *(Continued)*

- 77% are quite satisfied with their current job situation

But...

- 63% agreed that opportunities for advancement at their organization are limited
- 46% agreed that they could be working for a different company as long as they were doing the same type of work
- 34% agreed that it would take very little to cause them to leave their organization

What Can Women and Companies Do to Improve Progress?

- Melissa Hayden-Cook, VP and CEO
Sharp Health Plan
- Diana De Walt, Senior VP of Human Resources
Gen-Probe
- Linda G. Strause, PhD, Executive Director
Oncology Clinical Operations Vical Incorporated
- Joan Waltman, President
Qualcomm Enterprise Services