

WOMEN AS LEADERS

A presentation on the progress of women seeking Senior Management Opportunities

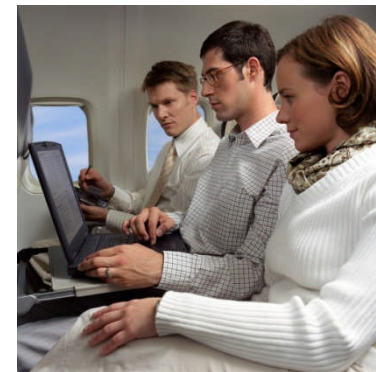
Survey Objective and Goals



- **To create a measurement tool to determine the progress of women in San Diego-based technology and technology-aligned companies**
- **To assist women in San Diego to succeed in the management ranks within organizations**
- **To assist organizations in implementing programs to attract and retain women in senior management roles**
- **To assist Athena in developing programs to advance women in organizations**

Survey Design

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



Who We Are

380 total respondents

91 have 1-10 years work experience
286 have 11+ years work experience



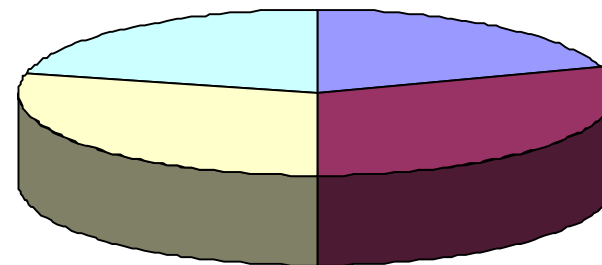
Industries

54% from science or tech companies

40% 1-10 years work experience
58% 11+ years work experience

46% from professional or service firms

60% 1-10 years work experience
42% 11+ years work experience

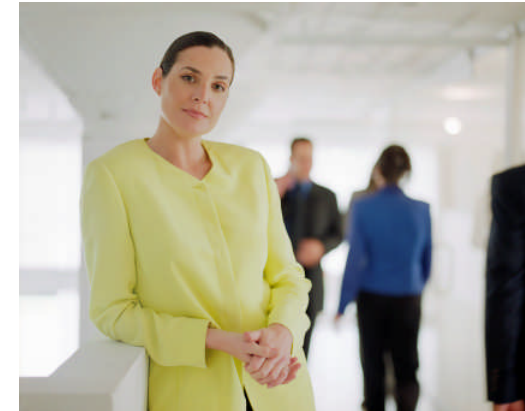


■ Tech & Science - <10 years ■ Professional & Service - <10 years
■ Tech & Science - >10 years ■ Professional & Service - >10 years

Who We Are



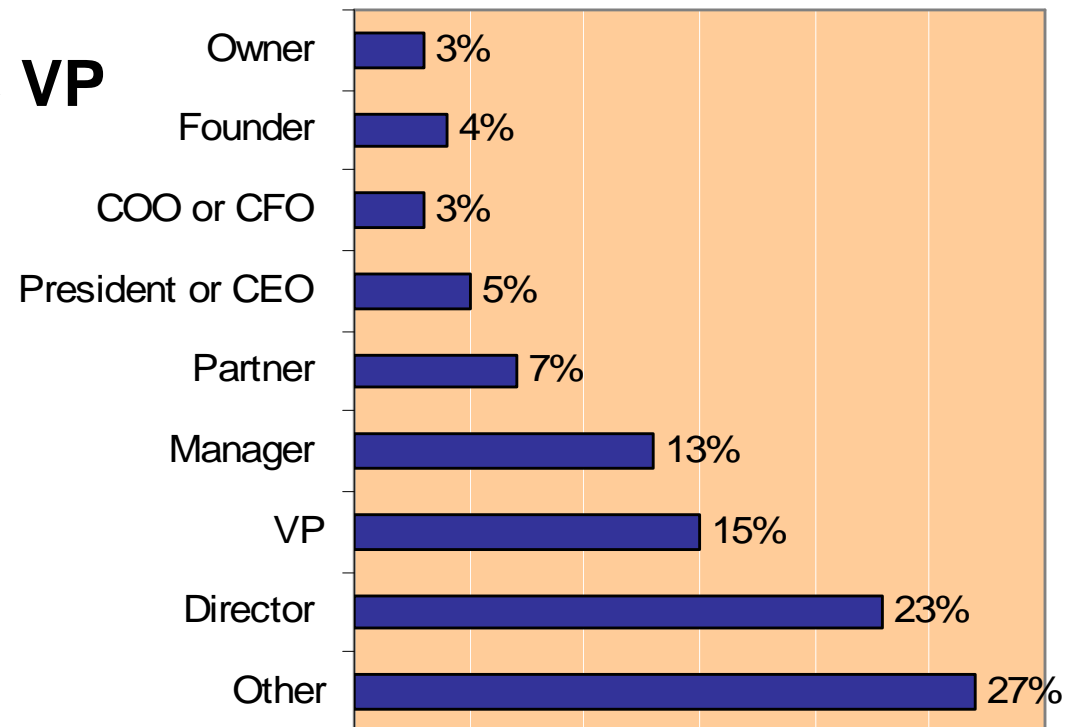
- **1-10 years experience**
 - Median age 31 years
 - Median income \$94K
- **11+ years experience**
 - Median age 46 years
 - Median income \$175K



Who We Are



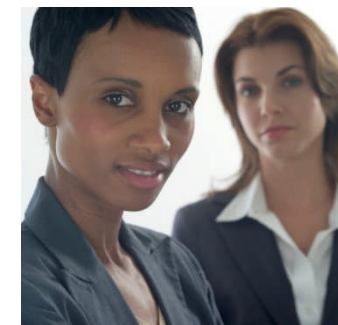
- **23% Director**
- **15% VP or SVP or Exec VP**
- **13% Manager**
- **7% Partner**
- **5% President or CEO**
- **3% COO or CFO**
- **4% Founder**
- **3% Owner**



Where We Are



- **76% are *not* the only female at their job level in their organization**
87% 1-10 yrs. exp. / 73% 11+ yrs. exp.
- **24% are the highest female executive in their company**
10% 1-10 yrs. exp. / 28% 11+ yrs. exp.
- **55% hold line positions**
40% 1-10 yrs. exp. / 60% 11+ yrs. exp.
- **93% hold full time positions**
89% 1-10 yrs. exp. / 95% 11+ yrs. exp.



Work Habits



- **Hours worked per week (median)**
50 hrs. 1-10 yrs. exp. / 50 hrs. 11+ yrs. exp.
- **People supervised (median)**
1 person 1-10 yrs. exp. / 5 people 11+ yrs. exp.
- **Nights away from home per 3 mo. period (median)**
2 nights 1-10 yrs. exp. / 4 nights 11+ yrs. exp.
- **Days absent from work per 3 mo. period (median)**
0 days 1-10 yrs. exp. / 0 days 11+ yrs. exp.

Personal Status



- **Married or Life Partner**
67% 1-10 yrs. exp. / 82% 11+ yrs. exp.
- **Children**
20% 1-10 yrs. exp. / 61% 11+ yrs. exp.
- **Caring for someone due to illness, old age, disability**
13% 1-10 yrs. exp. / 24% 11+ yrs. exp.
- **Contribute more than half of annual household income**
81% 1-10 yrs. exp. / 84% 11+ yrs. exp.

- almost 80% of respondents have a husband/partner
- over 80% make more money than their husbands/partners
- over 60% of women with 11+ years experience have children

Progress of Women in Senior Management



• Past 2 years

increased

30% 1-10 yrs. exp. / 33% 11+ yrs. exp.

decreased

5% 1-10 yrs. exp. / 11% 11+ yrs. exp.

no progress was made

65% 1-10 yrs. exp. / 56% 11+ yrs. exp.

• Next 2 years

will increase

34% 1-10 yrs. exp. / 23% 11+ yrs. exp.

will decrease

3% 1-10 yrs. exp. / 7% 11+ yrs. exp.

no progress will be made

63% 1-10 yrs. exp. / 69% 11+ yrs. exp.

Over a 4 year period (2006-2010),
women's view of their progress remains largely unchanged

Attracting and Retaining Women in Senior Management



- Respondents who agreed or strongly agreed that their company is effective at

attracting women executives

57% 1-10 yrs. exp. / 57% 11+ yrs. exp.

developing women executives

48% 1-10 yrs. exp. / 39% 11+ yrs. exp.

retaining women executives

49% 1-10 yrs. exp. / 39% 11+ yrs. exp.



Company Initiated Strategies Responsible for Women's Success



- High visibility assignments

27% 1-10 yrs. exp. / 33% 11+ yrs. exp.

- “None”

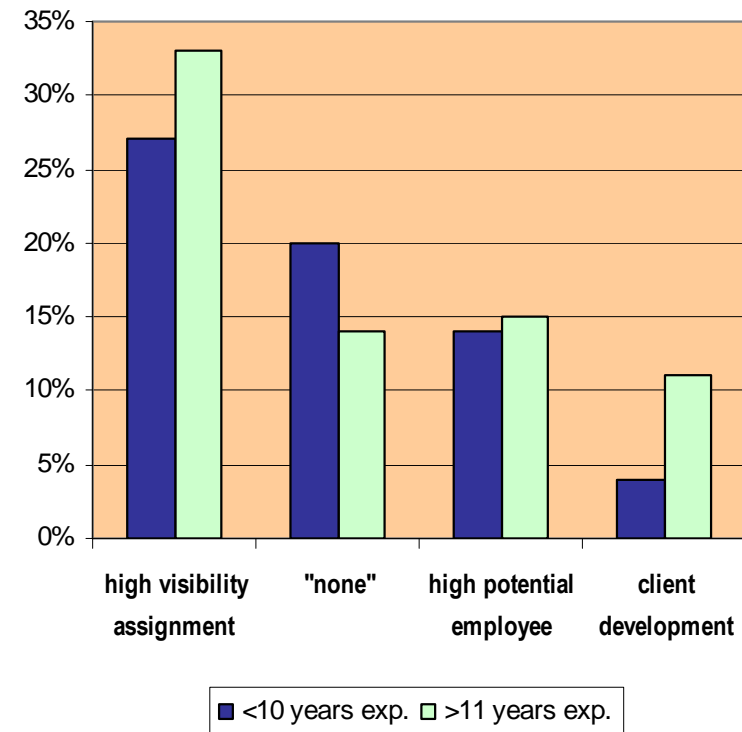
20% 1-10 yrs. exp. / 14% 11+ yrs. exp.

- Identification of high potential employees

14% 1-10 yrs. exp. / 15% 11+ yrs. exp.

- Client development

4% 1-10 yrs. exp. / 11% 11+ yrs. exp.

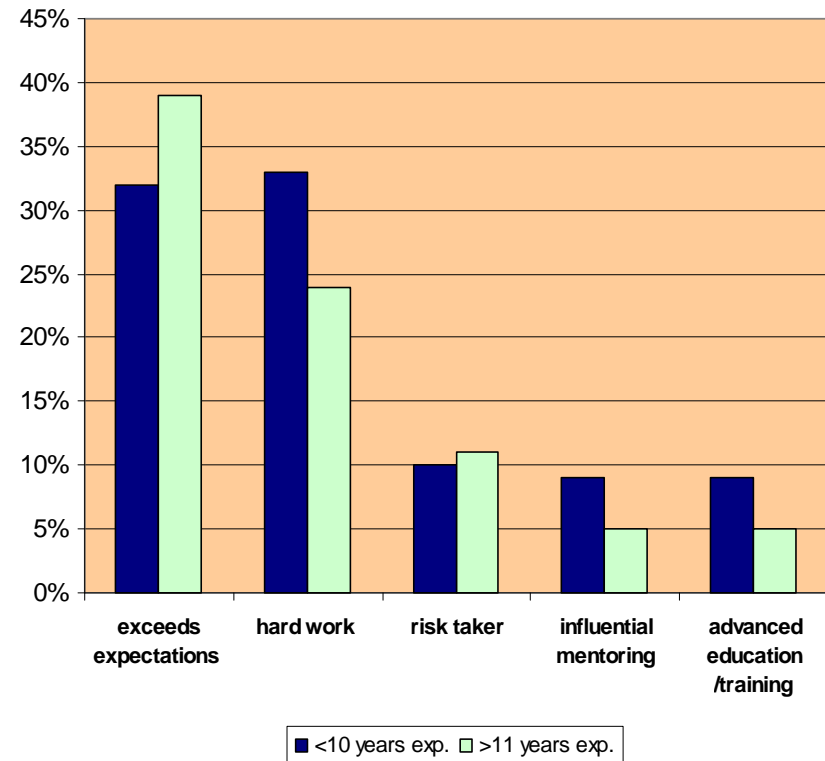


Why Women Succeed

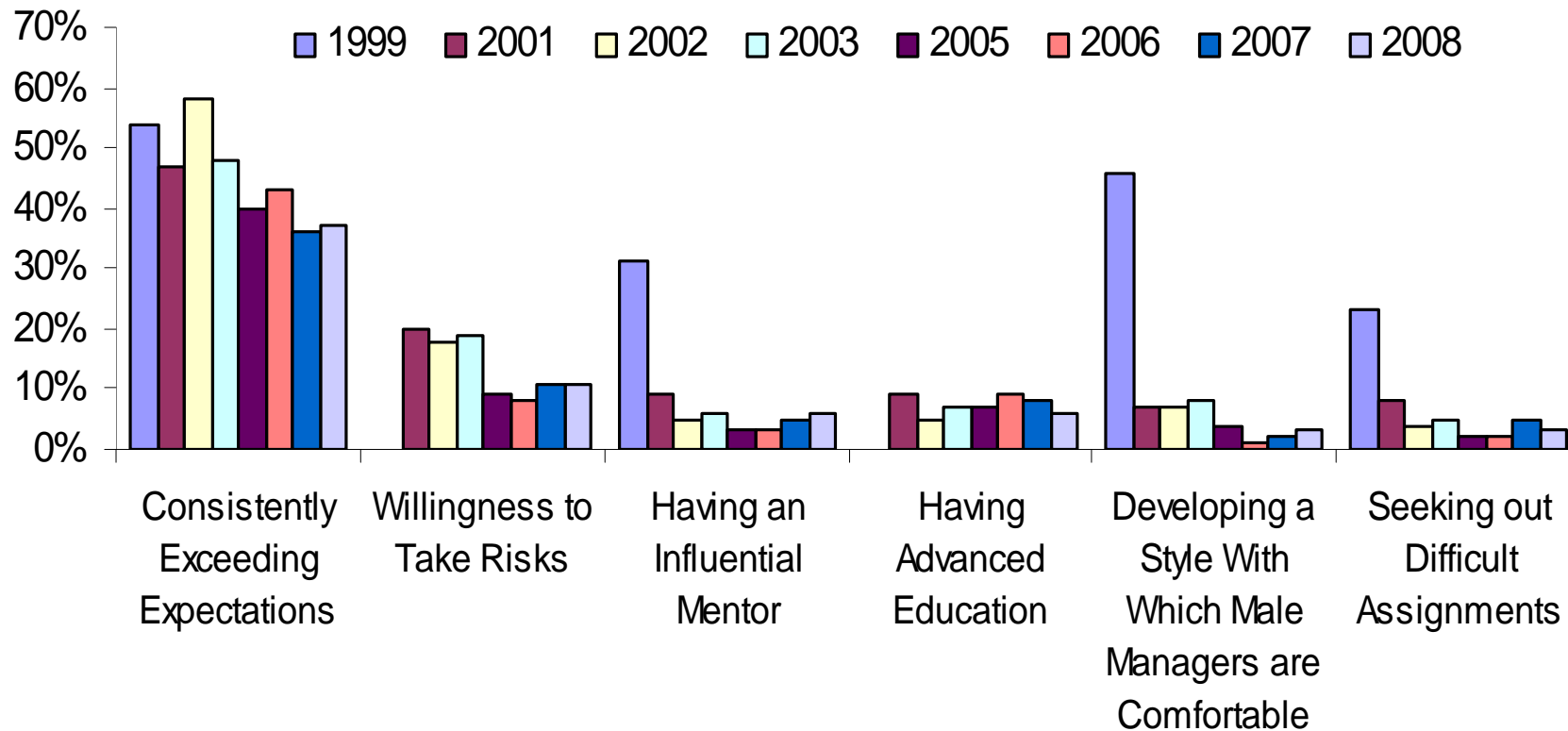


ATHENA
SAN DIEGO

- **Consistently exceeding expectations**
32% 1-10 yrs. exp. / 39% 11+ yrs. exp.
- **Hard work**
33% 1-10 yrs. exp. / 24% 11+ yrs. exp.
- **Willingness to take risks**
10% 1-10 yrs. exp. / 11% 11+ yrs. exp.
- **Having an influential mentor**
9% 1-10 yrs. exp. / 5% 11+ yrs. exp.
- **Having advanced education or training**
9% 1-10 yrs. exp. / 5% 11+ yrs. exp.

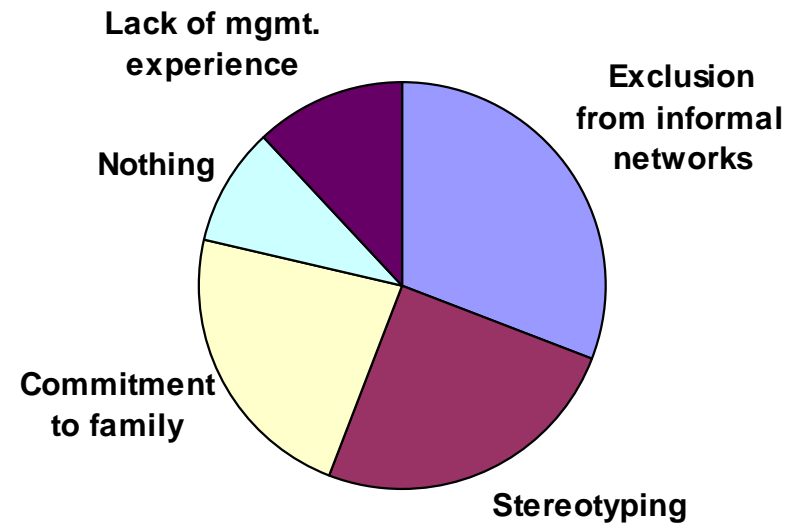


Most Influential Factor in Career Success

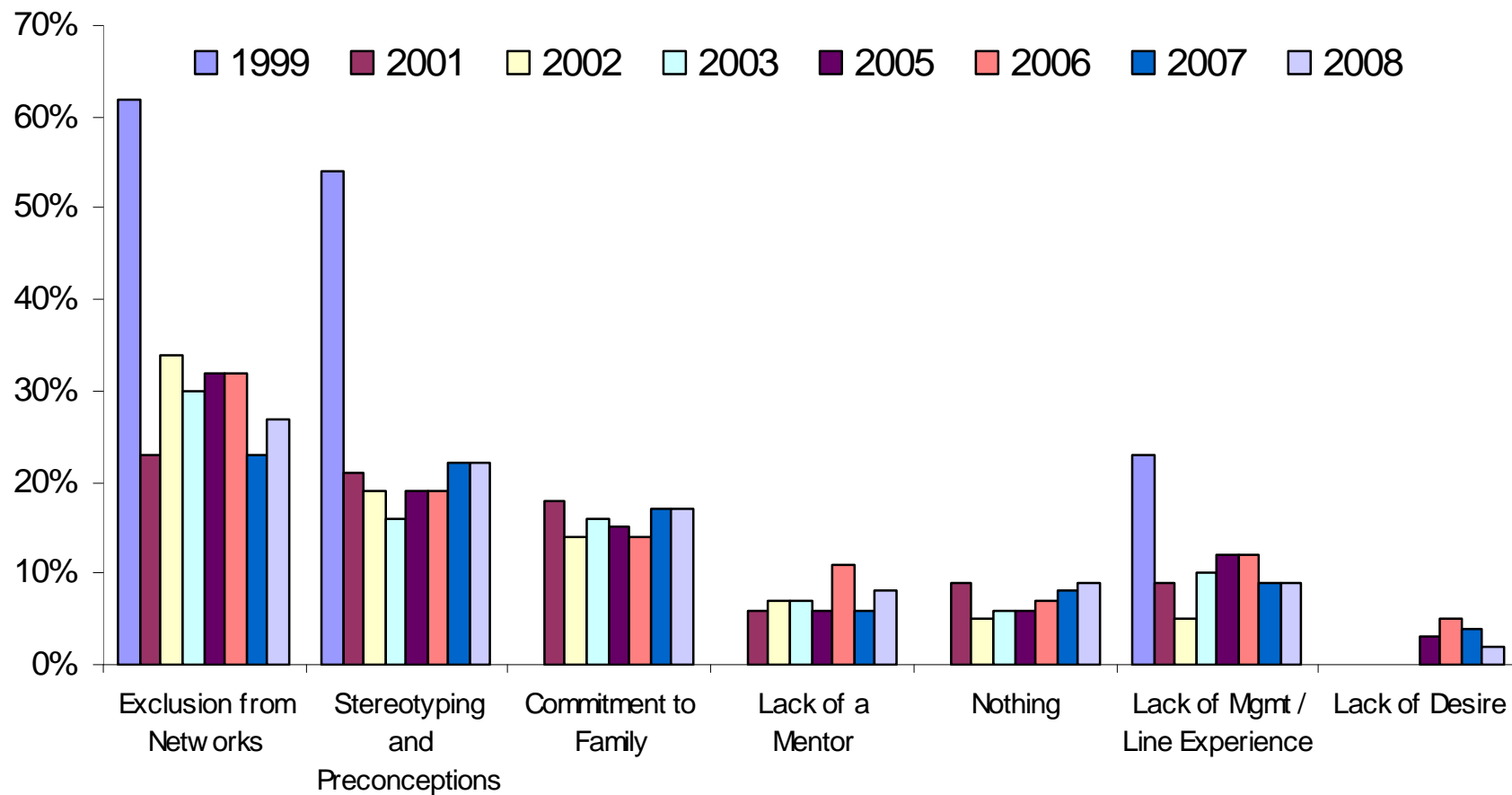


What Holds Women Back

- **Exclusion from informal networks**
26% 1-10 yrs. exp. / 27% 11+ yrs. exp.
- **Stereotyping**
19% 1-10 yrs. exp. / 23% 11+ yrs. exp.
- **Commitment to family**
22% 1-10 yrs. exp. / 16% 11+ yrs. exp.
- **Nothing**
8% 1-10 yrs. exp. / 9% 11+ yrs. exp.
- **Lack of management/line experience**
10% 1-10 yrs. exp. / 9% 11+ yrs. exp.



Most Important Factor Holding Women Back From Advancement



Lifestyle and Balance

- **Control over work/life balance**

68% 1-10 yrs. exp. / 77% 11+ yrs. exp.

- **Predictable workloads**

55% 1-10 yrs. exp. / 56% 11+ yrs. exp.

- **Tight deadlines**

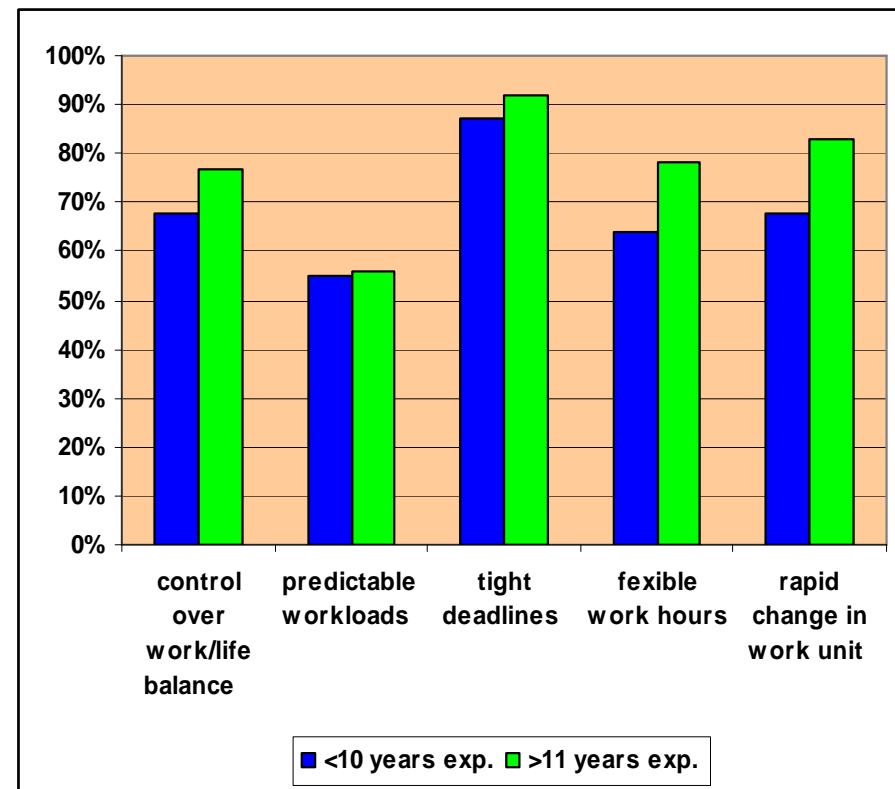
87% 1-10 yrs. exp. / 92% 11+ yrs. exp.

- **Flexible work hours**

64% 1-10 yrs. exp. / 78% 11+ yrs. exp.

- **Rapid change in work unit**

68% 1-10 yrs. exp. / 83% 11+ yrs. exp.



Lifestyle and Balance

- **More energy into work than personal life**
51% 1-10 yrs. exp. / 50% 11+ yrs. exp.
- **Adrenaline “high” from dealing with work challenges**
57% 1-10 yrs. exp. / 57% 11+ yrs. exp.
- **Wish for fewer work hours**
37% 1-10 yrs. exp. / 45% 11+ yrs. exp.
- **People in personal life have adjusted**
47% 1-10 yrs. exp. / 58% 11+ yrs. exp.
- **Push self too hard**
32% 1-10 yrs. exp. / 40% 11+ yrs. exp.



Attitudes

- **Satisfied with job situation**
76% 1-10 yrs. exp. / 79% 11+ yrs. exp.
- **Care about fate of company**
92% 1-10 yrs. exp. / 94% 11+ yrs. exp.
- **Organization inspires best**
68% 1-10 yrs. exp. / 72% 11+ yrs. exp.
- **Willing to put in extra effort**
91% 1-10 yrs. exp. / 93% 11+ yrs. exp.
- **Limited opportunities for advancement**
50% 1-10 yrs. exp. / 64 % 11+ yrs. exp.



**Thank you for participating in the
2008 Women as Leaders Survey
and for attending the Athena event!**

**This presentation and past years'
survey results can be found at
www.athenasd.org**