



“WOMEN AS LEADERS”

Insights from the 2009 Survey



Survey Objectives



- Use a strategically designed and meaningful measurement tool to assess the progress of women in the workplace
- Gather who you are, what is important to you and how you think you can be best supported by employers.
- Understand your perceptions of how we are succeeding, what holds us back, and how we do what we do to share with organizations
- Assist Athena in developing programs to advance women in organizations



The Survey



- Defined what we wanted to know
- Created strategic inquiry using 45 questions honoring the past and present
- Questions were
 - Closed response and open-ended
 - Mandatory and optional
- Fielded for one month
- 366 women began and 290 (79%) completed all questions



New Questions



- What motivates you?
- How passionately engaged are you?
- What does success look like to you?
- Have you achieved it?
- What is your next big goal?
- What is your ultimate career goal?
- What competencies make an effective leader?



Hot Topics



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- The economy ☹️
- Social networking 😊
- Decision-making
- Board service
- Loyalty



Who Are We? A Profile



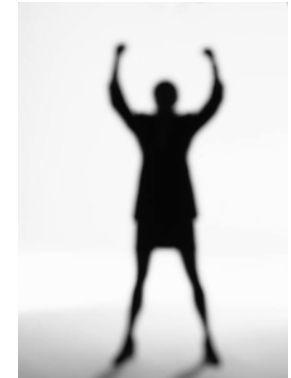
- An executive or director in the services, technology, defense or life sciences industries
- In a \$51M + company who supervises less than five people and works 41-60 hours a week
- Has been in the current position less than 3 years
- Working at the same company for 2-5 years and has more than 16 years of work experience



Who Are We? A Profile



- Married with 2 children....or less
- Earns an annual salary with bonuses of \$170,143
- Contributes more than 76% of her family's income and has a full-time employed husband or life partner
- Is a Caucasian Generation X-er (30-45 years old) with a Master's degree or higher



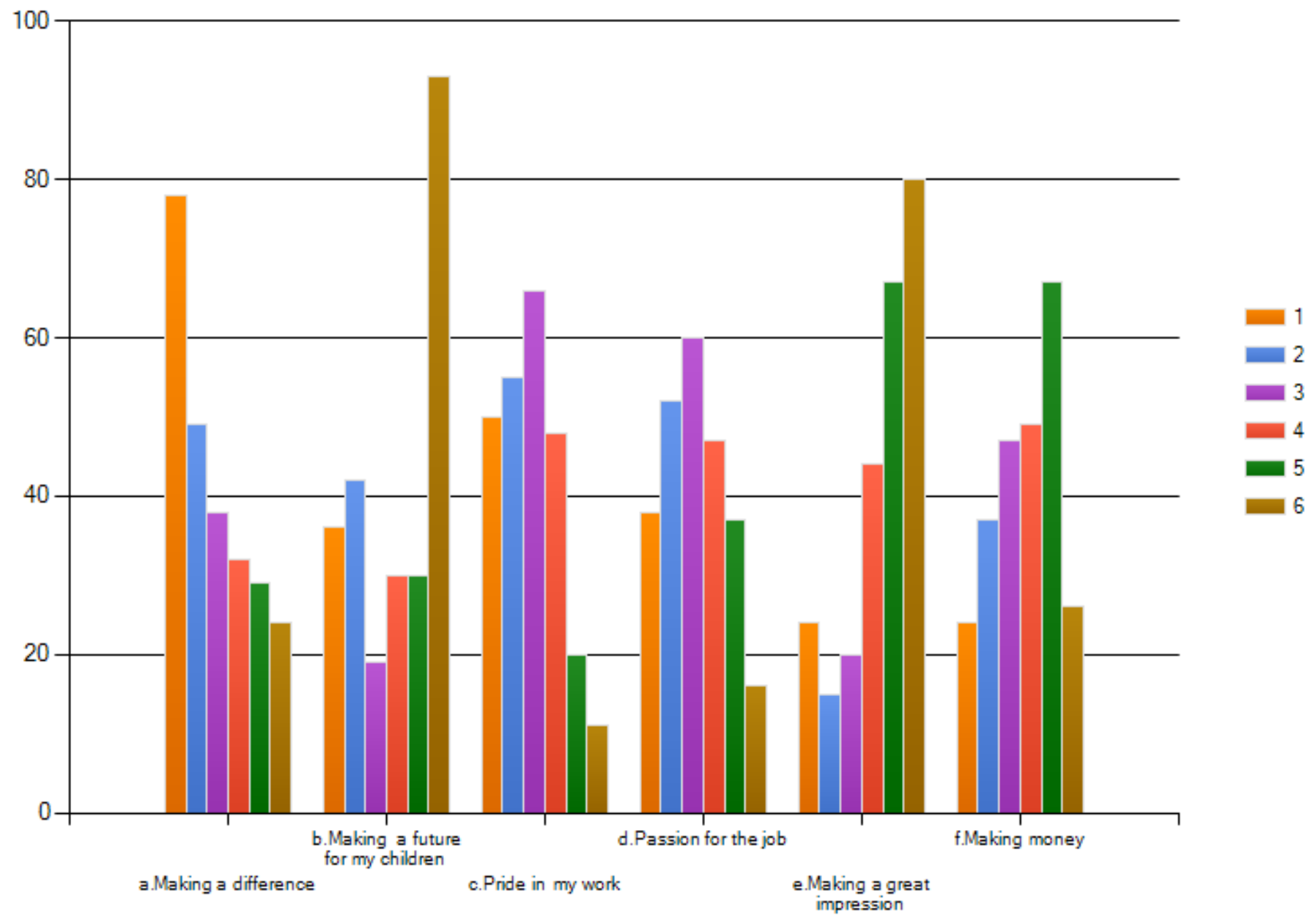
What We Think of Ourselves



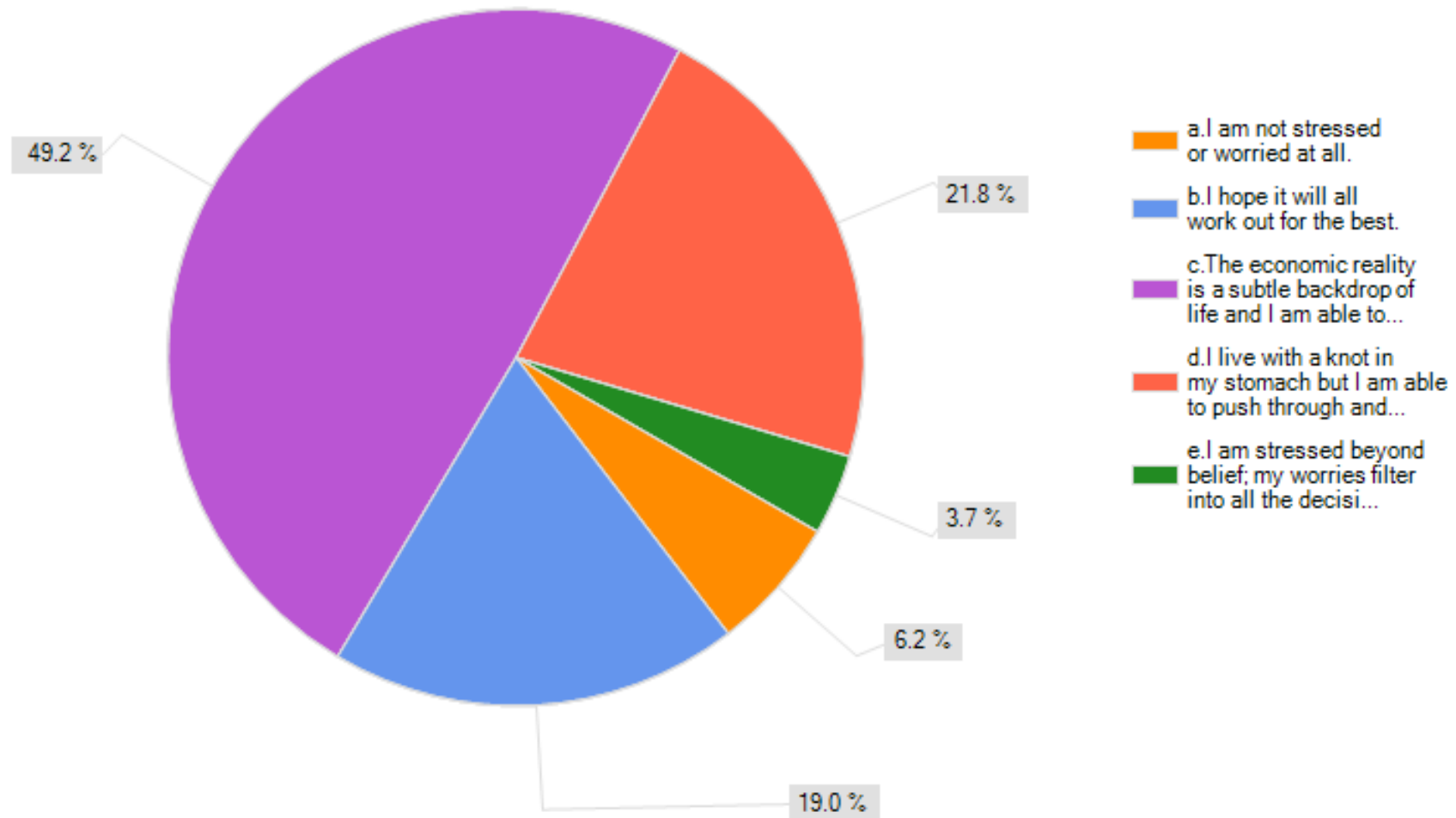
- We are passionate, motivated by making a difference and are holding our own in this economy.
- We seek advancement and to achieve business development goals.
- We want to achieve a variety of professional goals
 - C-suite
 - Entrepreneur/consultant
 - More impact
 - Basically, anything we put our minds to



What motivates you? (Please rate in order from 1 being primary motivation to 6 the least motivating. Use each number only once).

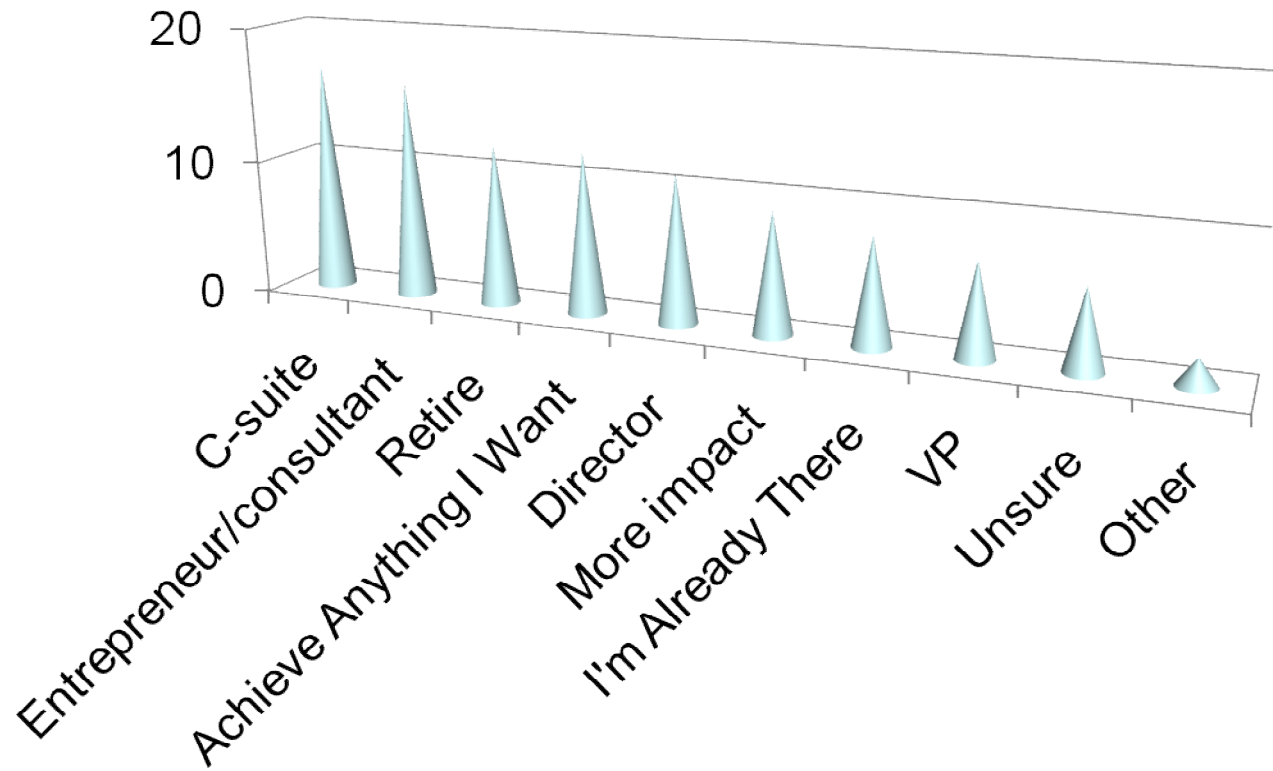


How are you coping in today's economy?



Goals

Percents



What We Think

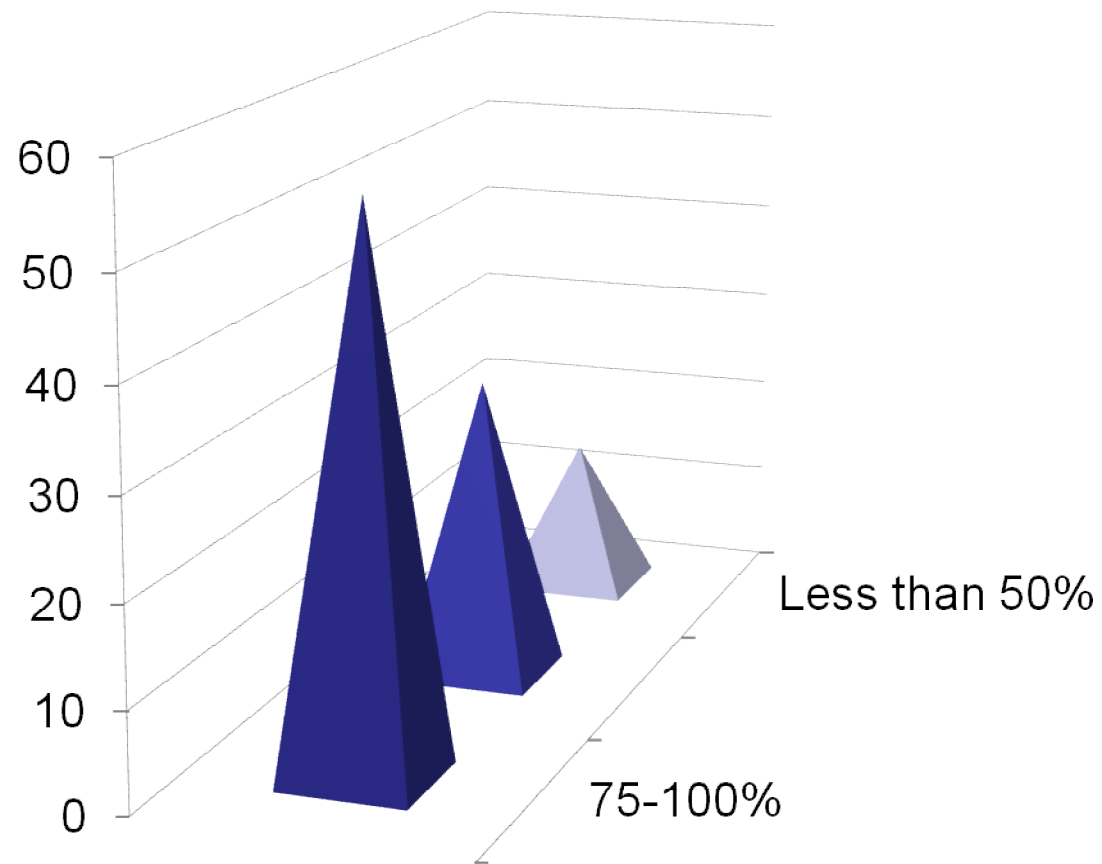


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- Our definition of success
 - Being a great leader/leaving a legacy
 - Having a fulfilling/challenging career
 - Making an impact
 - Work life balance
- And we **are** achieving our own definition...



Have You Achieved Success?



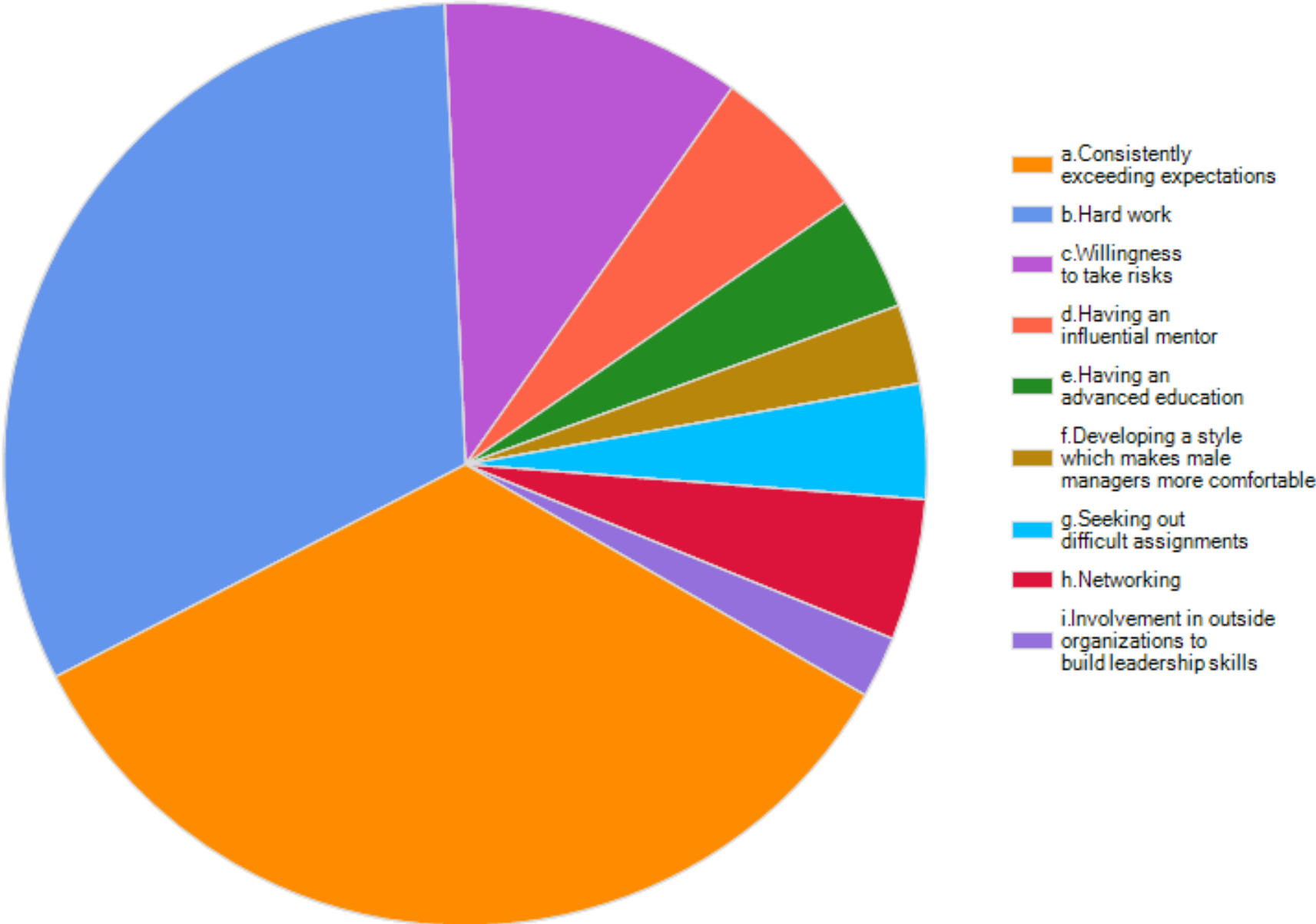
How We Work



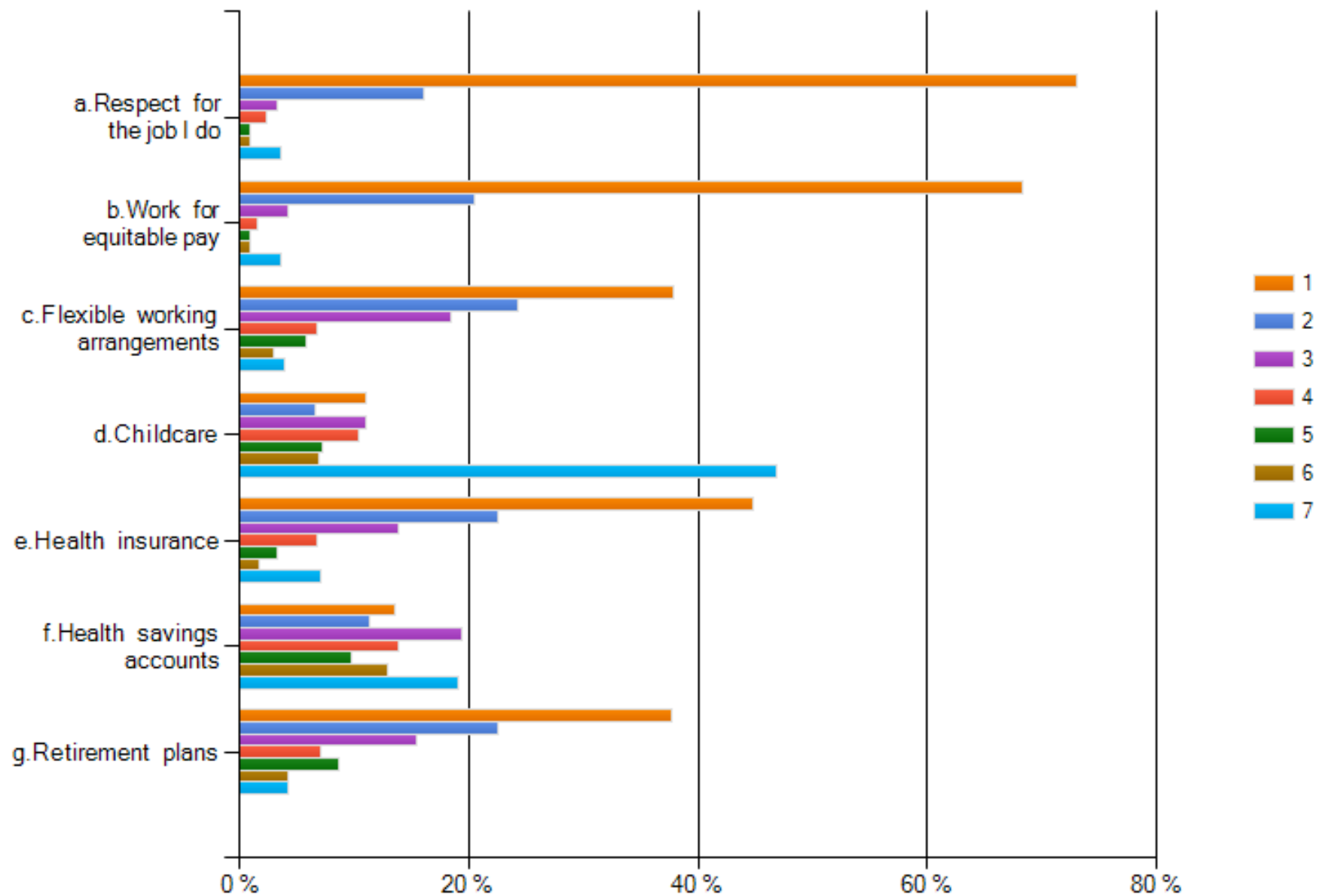
- We get ahead by consistently exceeding expectations and working hard
- Respect and equitable pay trumps other company benefits
- We truly care about our employers and are willing to put in extra effort to ensure success
- Our workload is fairly predictable, we have more control over our schedules than not and have flexibility to work remotely



What has been the most influential factor in your work success thus far?



How important are these to you as a working woman? (1 being very important and 7 being very unimportant)



Competencies in Effective Leaders



- We are especially good at
 - Executing
 - Collaborating
 - Communicating
 - Making decisions
 - Adapting
- We are working on
 - Visioning
 - Delegating
 - Influencing
 - Inspiring
 - Challenging



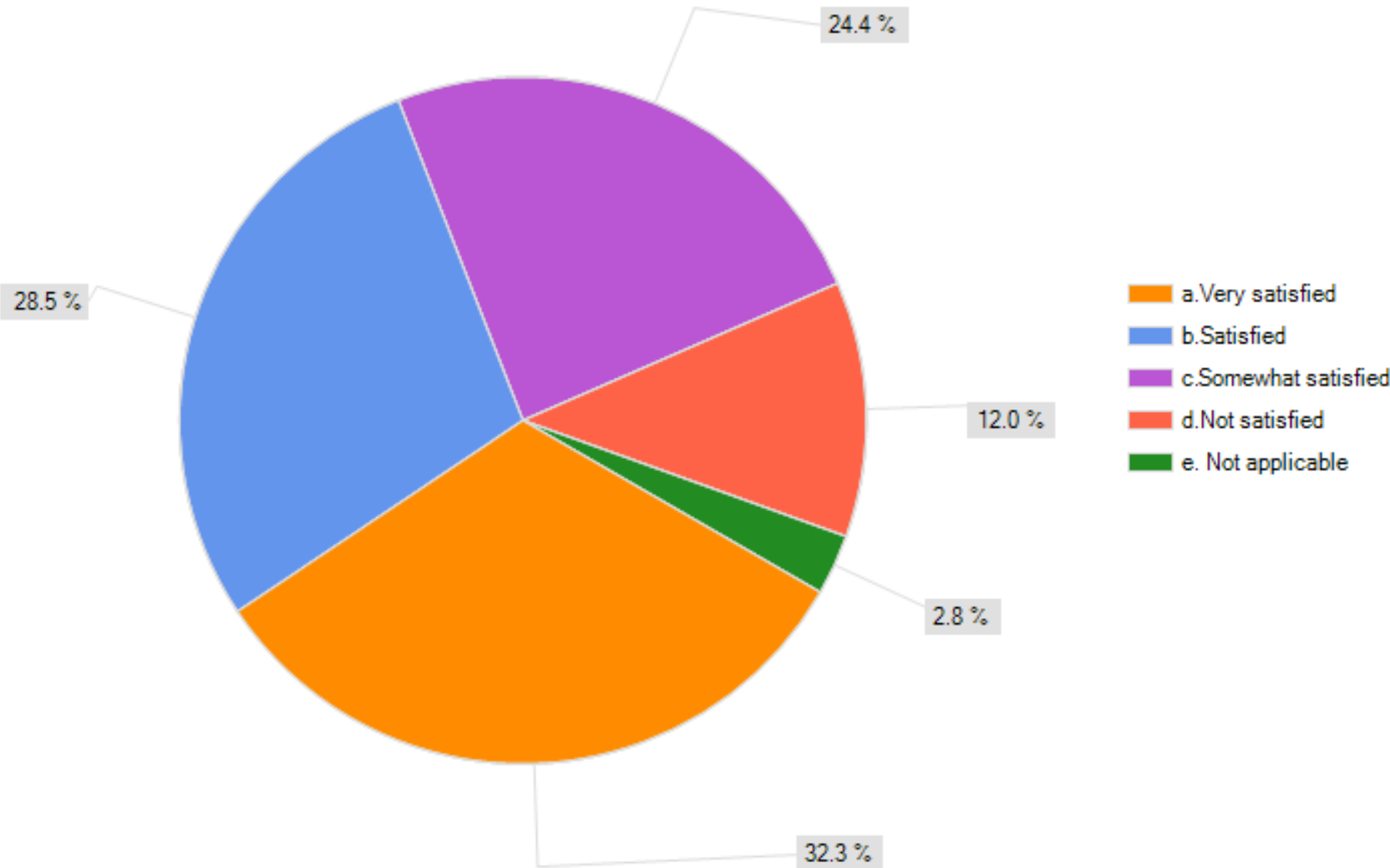
What We Think of Our Employers



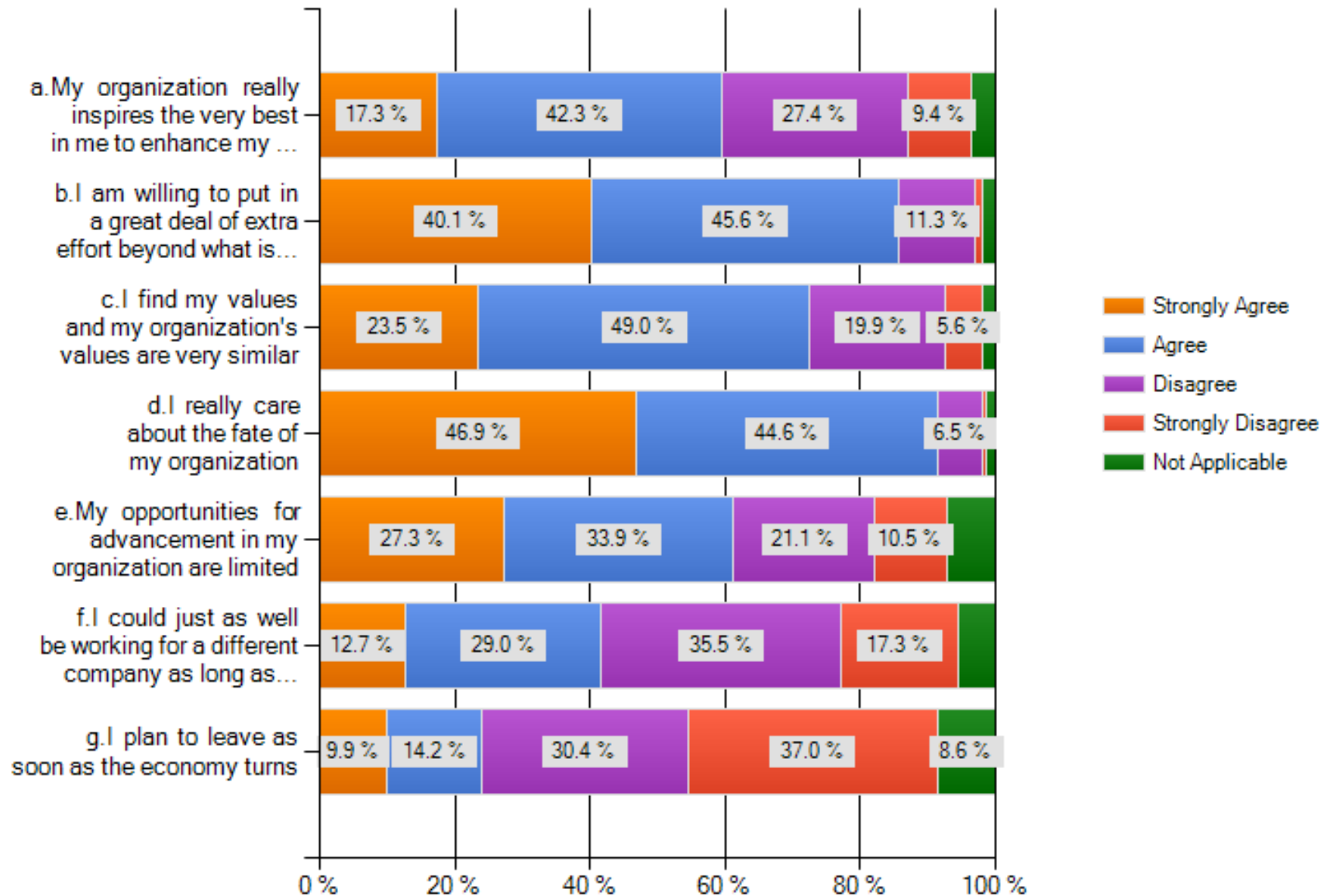
- Mostly satisfied with current employer
- We plan to stay with them over the next two years
- We feel they can be *even more effective* at attracting, developing and retaining women leaders



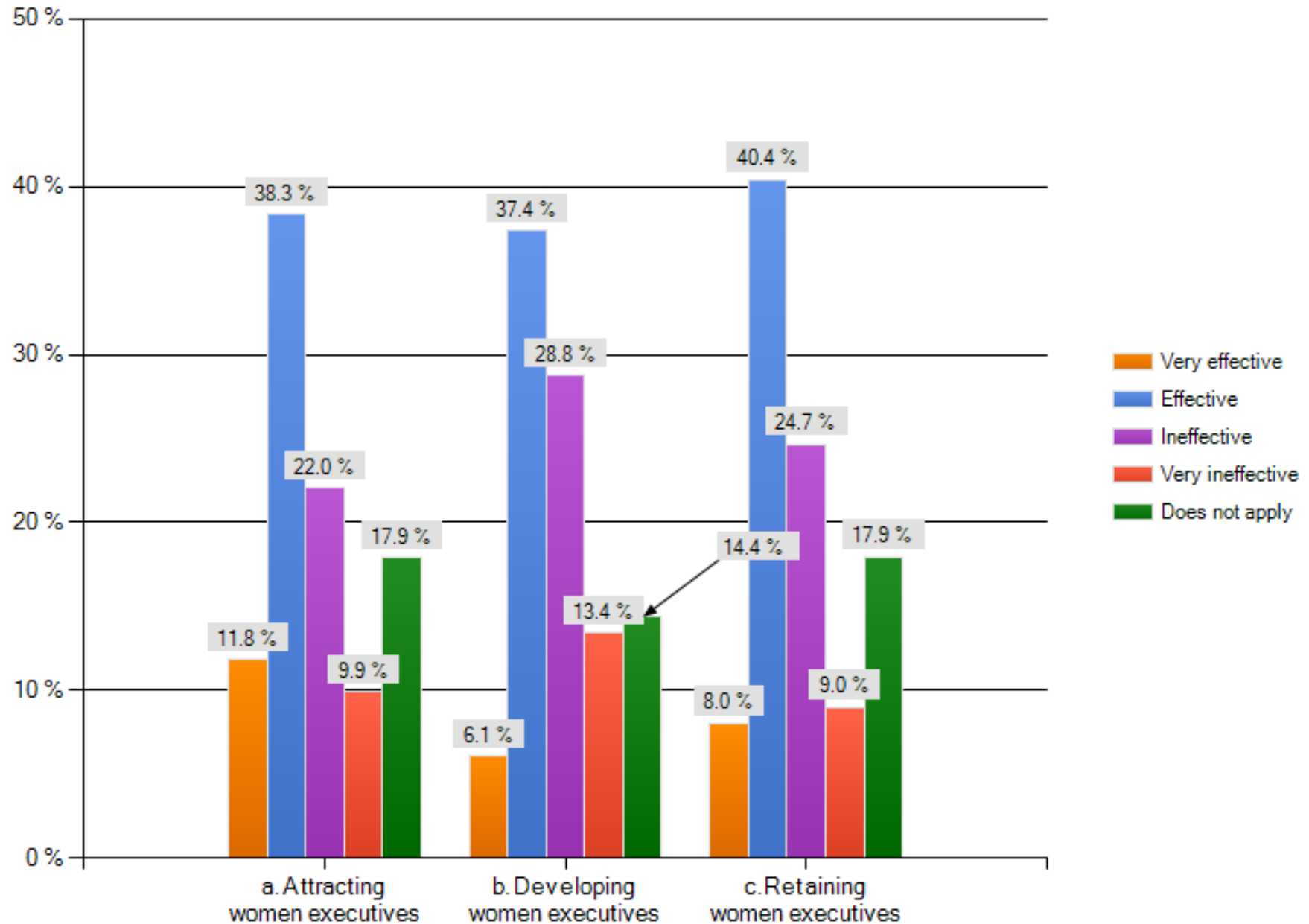
How satisfied are you with your current employer?



Listed below are a series of statements that represent possible attitudes that people might have about their job at a company for which they work. Please indicate your agreement or disagreement with each statement.



How effective is your company at:



What We Want of Employers



- We are asking for more opportunities for advancement
- We are being held back by exclusion from informal networks of communication
- We want:
 - To be identified as high potential candidates
 - Offered high visibility assignments
 - Trained
 - Coached
 - Mentored



Women in the C-Suite at your company



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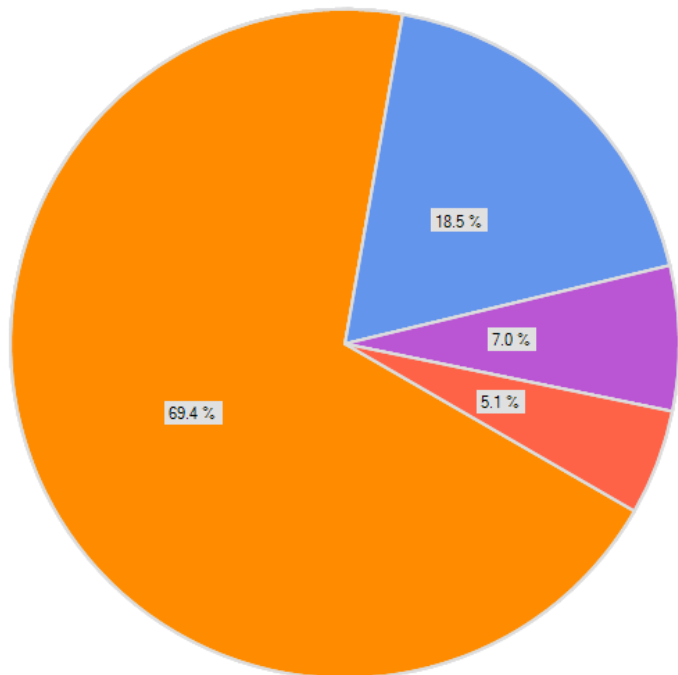
0	26%
1	33%
2	15%
3	5%
4	4%
5	5%
More than 5	12%



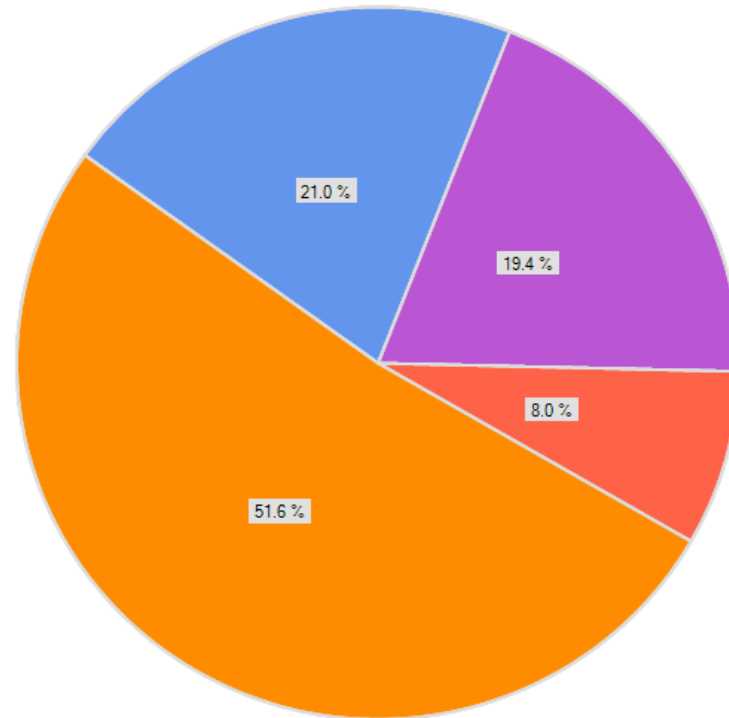
How do you believe the progress of women in executive management (directors and above) in your company...

Will change in the next two years?

Has changed in the past two years?

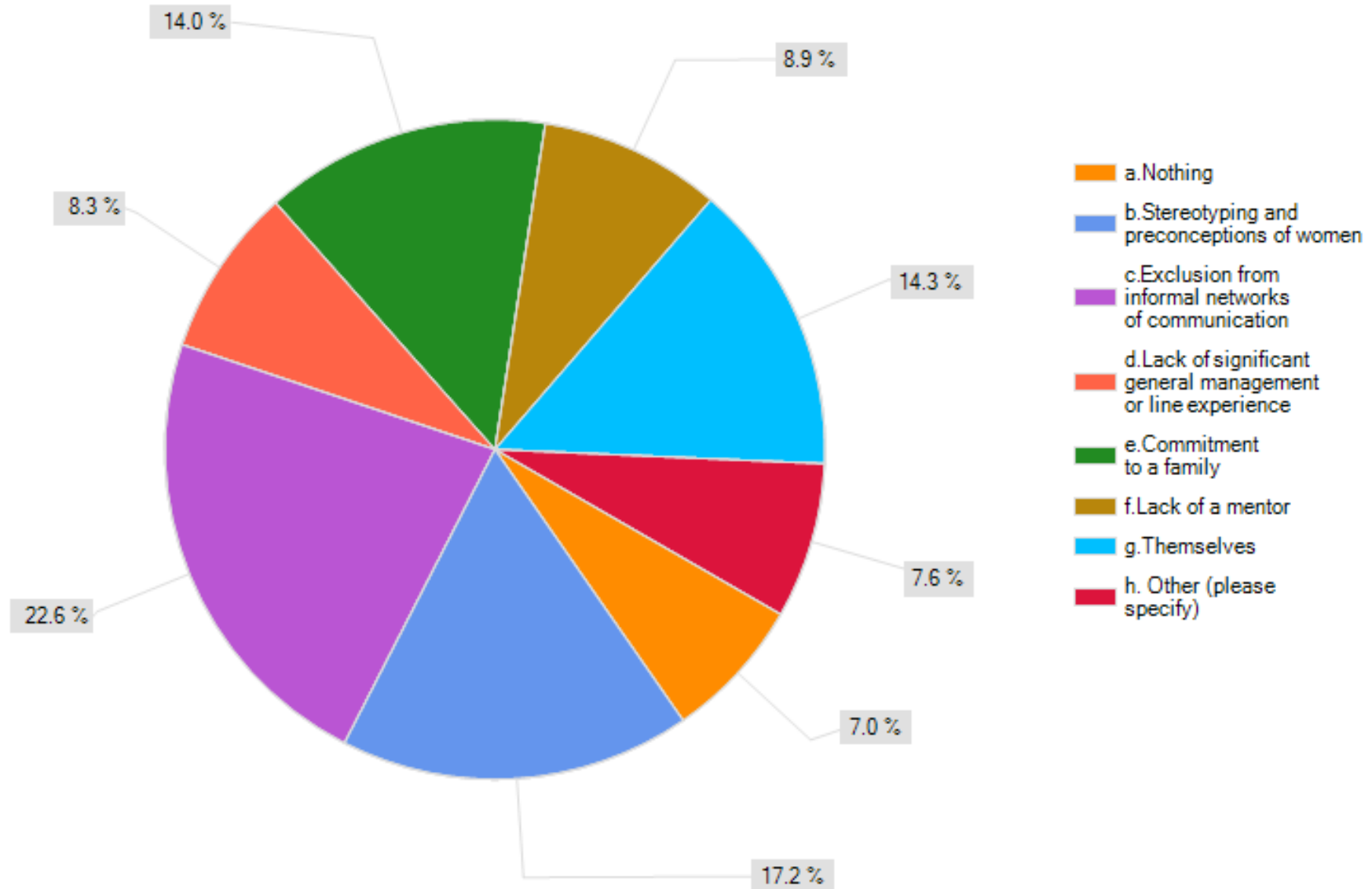


b. Stay about the same
a. Increase
c. Decrease
d. Does not apply

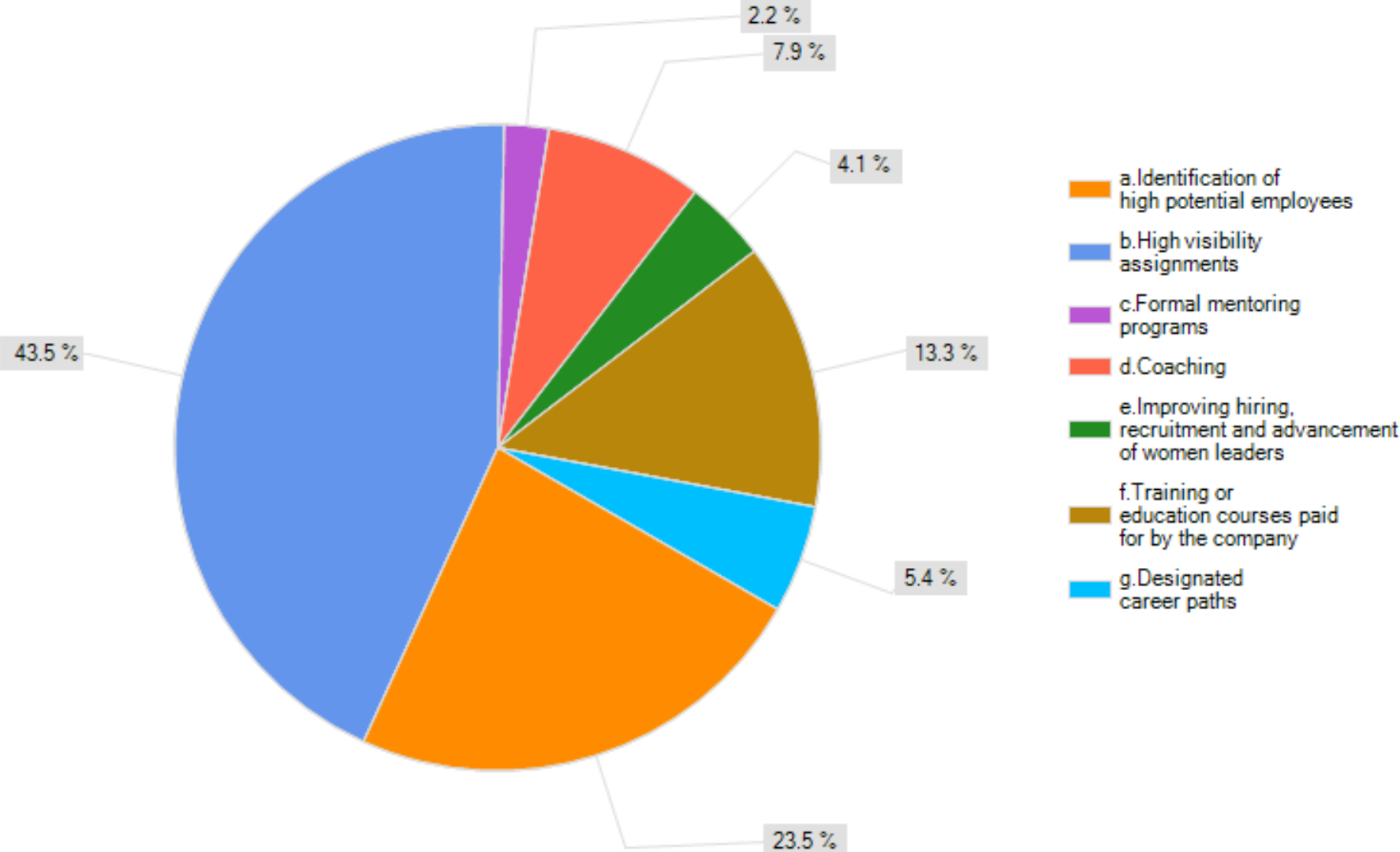


b. Stayed the same
a. Increased
c. Decreased
d. Does not apply

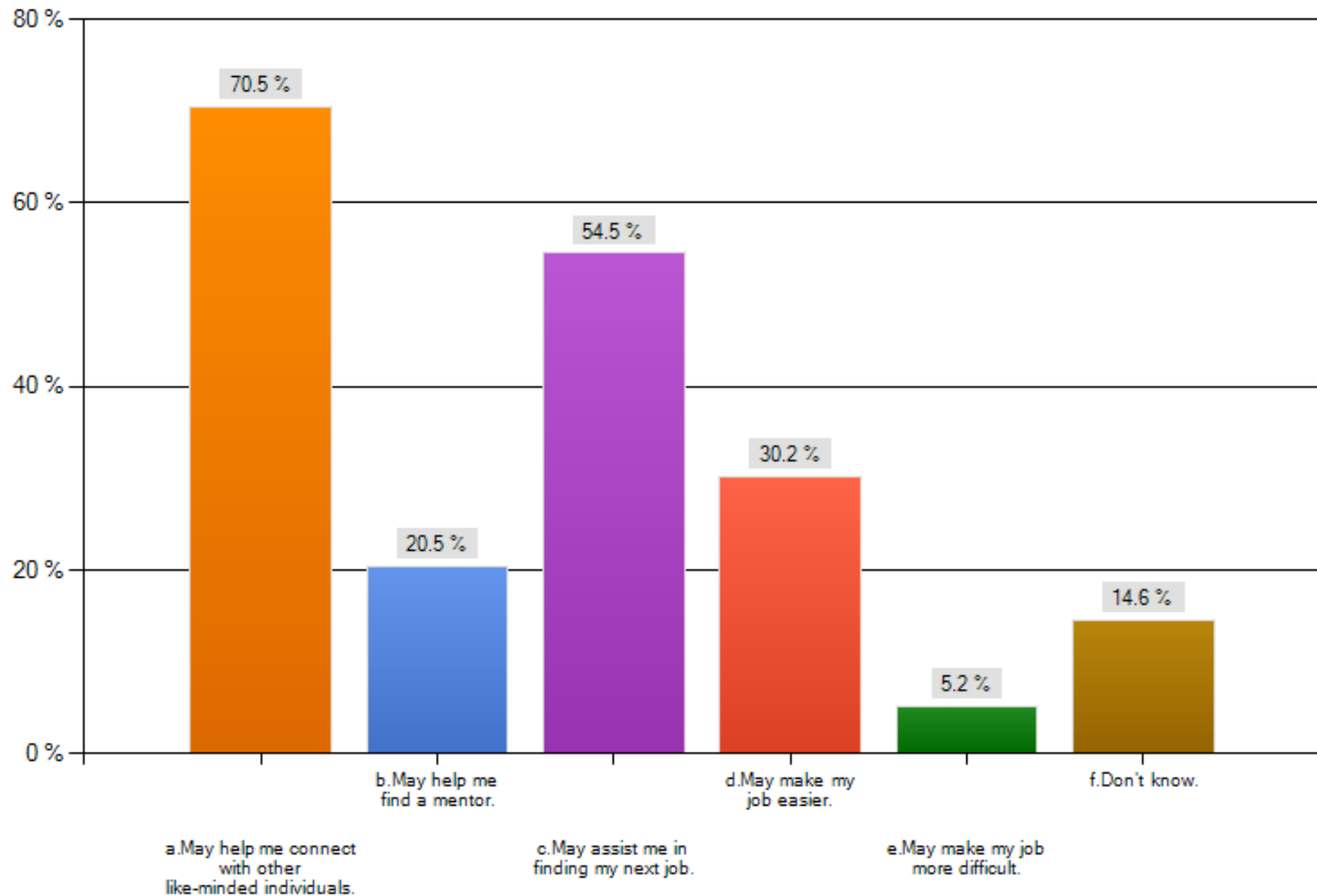
What is the most important factor holding women back from advancement?



What company initiated strategy do you feel has been the most important in your career advancement?



**How do you expect social networking may impact your career in the next two years?
(choose all that apply)**



Over The Years



- Women chose “exceeding expectations” at lower rates and “hard work” at higher rates when asked the most influential factor in their work success.
- Consistent answers:
 - Education level
 - Contribution to household income
 - Exclusion from informal networks being the single most important factor in holding women back then
 - stereotyping/perceptions of women
 - commitment to family



Over The Years -- Organizations



- Gradually increasing ability to **attract** women leaders from 43-57% from 2005-2008 but in 2009 the value was 50%. 😊 😞
- From 2007-2009, companies were perceived as developing their women leaders more effectively than 2001-2006. 😊
- In 2009 progress of women in executive management positions decreased 19% in the last two years in comparison to 11% or less in previous surveys. 😞



**Thank you for participating in the
2008 Women as Leaders Survey!**

