



THE MYTH OF THE IDEAL WORKER: DOES DOING ALL THE RIGHT THINGS REALLY GET WOMEN AHEAD?



Nancy M. Carter
Christine Silva

THE PROMISE OF FUTURE LEADERSHIP: HIGHLY TALENTED EMPLOYEES IN THE PIPELINE

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Career self-help books, corporate pundits, and mentors alike contribute to the conventional wisdom imparted to high potentials in the pipeline: career advancement depends on individuals' actions—and more precisely—on doing “all the right things”¹ to get ahead. Prescriptions about what it takes to get ahead have been so ubiquitous they have coalesced into a detailed description of an “Ideal Worker,” someone who:

- Actively seeks high-profile assignments,
- Rubs shoulders with influential leaders,
- Communicates openly and directly about their career aspirations,
- Seeks visibility for their accomplishments,
- Lets their supervisor know of their skills and willingness to contribute,
- Continually seeks out new opportunities,
- Learns the political landscape or unwritten rules of the company, and
- Isn't afraid to ask for help.

Mastery of these skills seemingly paves the way to the top. But do these tactics *really* get high potentials to the top? And do the same strategies work for both women and men?

DESPITE DECADES OF GENDER DIVERSITY EFFORTS, MYTHS PERSIST

In past Catalyst reports, we tackled a number of persistent myths regarding why women's careers continue to lag men's. The report *Pipeline's Broken Promise*² dispelled the myths that women lag men in level or salary because of lower aspirations or because they are taking time out to have children. And *Mentoring: Necessary But Insufficient for Advancement*³ revealed that while women have largely heeded the advice that mentors are important, men's mentors were more senior than women's. Having mentors more highly placed puts men in a better position to get sponsorship—the behind-the-scenes support of highly placed influential others—that is critical to advancement.

In this report we continue to address the gender gap myths by using facts to dispel or confirm the conventional wisdom regarding the careers of these high potentials—the next generation of leaders.



MYTH-BUSTING: Doing All the Right Things Does Not Level the Playing Field for Women

In this report we address the question of whether the gender gap persists because women and men adopt different strategies to advance their careers. Is it the case that men are more proactive, articulating their aspirations and asking for more opportunities? Are men more likely to be an “ideal worker,” doing “all the right things” to get ahead?

The short answer is no. Among the high potentials we studied, more than half of both women and men had adopted the full range of advancement strategies attributed to an ideal worker. Furthermore, half of those exemplifying an ideal worker were also including in their repertoires external scanning activities—seeking advancement opportunities whether in their current organization or elsewhere.

However, men benefitted more than women when they adopted the proactive strategies of the proverbial ideal worker. Even when women used the same career advancement strategies—doing all the things they have been told will help them get ahead—they advanced less than their male counterparts and had slower pay growth.



INVESTIGATED IN THIS REPORT

We studied 3,345 high potentials in this report, each of whom stayed on a “traditional” career path following graduation from a full-time MBA program. They were working:

- **Consistently full-time in companies and firms;**
- **Without periods of self-employment or part-time work; and**
- **Without education-, travel-, or family- or personal-related breaks in employment.**

Constraining the sample in this way provided a comparative set of women and men who have made similar commitments to their careers.

Throughout this report we explore the impact of various strategies on the careers of these high potentials with respect to career advancement, compensation growth, and satisfaction with career progress. Specifically, we consider:

- **Specific tactics used to advance, clustered into nine distinct career advancement strategies. We noted which were most effective for women and men;**
- **Patterns of career advancement strategies people use, grouping high potentials into four distinct strategy profiles. We measured the impact of profile choice on career advancement; and**
- **Whether changing jobs may be a successful strategy in helping people get ahead.**

At the end of each section we pose a series of questions for you to ponder. By considering why disparities in career advancement may exist and persist, we hope to inspire you to identify opportunities for effecting change in your career and organization.

For more information, see *The Promise of Future Leadership: A Research Program on Highly Talented Employees in the Pipeline Methodology*.

TACTICS GROUPED INTO CAREER ADVANCEMENT STRATEGIES



To determine what individuals do to advance in their careers, we surveyed high potentials about tactics they used. The tactics clustered into nine career advancement strategies listed here in order of prevalence of their use. Some career advancement strategies focused on advancing within their current organization; others focused on seeking opportunities elsewhere.

1. Get Trained Through Experience:

- Ask for a variety of work assignments to increase my knowledge and skills.

2. Gain Access to Power:

- Identify the most influential people in the firm.
- Seek introductions to people in the firm who can influence my career.
- Build a network of contacts with important people in the firm.
- Learn how things “really work” inside the firm.
- Push to be involved with high-profile projects.

3. Make Achievements Visible:

- Ensure my manager is aware of my accomplishments.
- Seek credit for work done.
- Request additional performance feedback.
- Ask to be considered for a promotion when I feel it’s deserved.

4. Blur Work-Life Boundaries:

- Communicate my willingness to work long hours and/or weekends.

5. Get Formal Training:

- Proactively develop new skills through training such as courses and workshops.

6. Plan Career:

- Develop a career plan for the next several years.

7. Seek Advice When Needed:

- Seek career advice from coworkers, family, or others about how to improve future work prospects.

8. Scan for Opportunity Outside the Company:

- Monitor job advertisements to see what is available outside the firm.
- Maintain an active outside network.
- Stay in touch with executive search firm professionals.
- Remain informed about my market value.

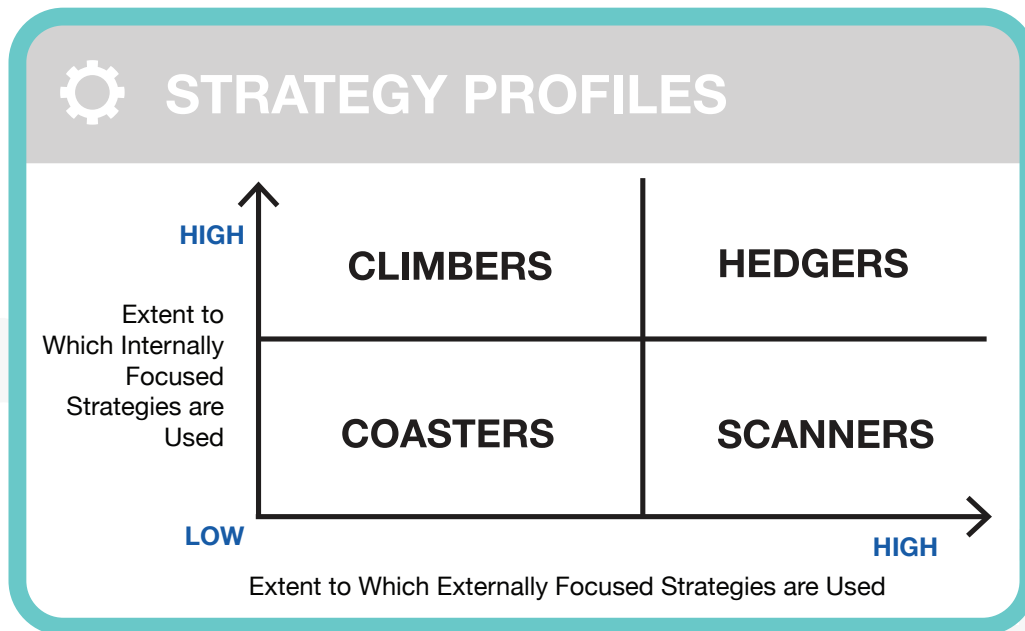
9. Scan for Opportunity Inside the Company:

- Review job postings at my firm to see what career opportunities are available.



CAREER ADVANCEMENT STRATEGIES GROUP INTO DISTINCT STRATEGY PROFILES

Rarely does an individual rely on just one career advancement strategy. Instead, we would expect high potentials to employ a bundle of approaches as part of their overall career advancement strategy. To test this, we used a cluster analysis that allowed us to group the nine career advancement strategies into four distinct career advancement strategy profiles: Climbers, Hedgers, Scanners, and Coasters.⁴



CLIMBERS Seek to Advance in Their Current Company

Almost one-third of high potentials were “Climbers” (32% of men and 31% of women). Climbers actively used tactics strategically to help them advance within their current organizations, such as asking for a variety of work assignments, ensuring their supervisors know they are willing to work long hours, actively networking with others, and seeking out opportunities for greater visibility.⁵

HEDGERS Use Both Internal and External Career Advancement Strategies

One-quarter of women (26%) and men (25%) fell into the “Hedgers” category. Relative to their peers, Hedgers by and large scored highly on all career advancement tactics, focusing their energy on potential opportunities both within and outside their current organization.⁶ They hedged their bets to ensure advancement, prepared to advance their careers whether remaining with their current employer or at a new organization.

SCANNERS Keep a Finger on the Pulse of the Job Market

Approximately one-quarter of high potentials were “Scanners” (28% of women and 24% of men).⁷ This group consulted with others on how to improve their future work prospects and conducted continual scans of other job opportunities. They were poised to at least change jobs, if not also organizations.⁸ Indeed, on average the Hedgers and Scanners—who were doing external scans for new opportunities—had worked at more companies since completing their MBA than Climbers, whose strategies focused on their current employer.⁹

COASTERS Put Less Emphasis on All Tactics

A perhaps surprising number of these high potentials were “Coasters,” relatively inactive when it came to their use of career advancement strategies (19% of men and 14% of women).¹⁰ This group was the least likely to proactively try to advance and scored lowest when compared to their peers on every single career strategy.¹¹



MEN’S “IDEAL WORKER” BEHAVIORS TRANSLATED INTO ADVANCEMENT; WOMEN LAG MEN REGARDLESS OF STRATEGIES USED

While conventional wisdom encourages women and men to be proactive to advance up the corporate ladder, we found that only men advanced further and faster when they did “all the right things.” For women, adopting the prescribed proactive strategies didn’t have the same payoff, although it was slightly better than not doing much at all.¹²

Doing “All the Right Things” Helped Men—But Not Women—Advance Further and Faster

- **Men in the most proactive group—Hedgers—received the greatest advancement payoff.**
 - Twice as many men Hedgers (**21%**) as women Hedgers (**11%**) had advanced to senior executive/CEO level by 2008.¹³
 - Additionally, compared to other men, male Hedgers had advanced furthest, getting more of a payoff for employing both internally and externally focused advancement strategies, followed by men Climbers, Coasters, and Scanners.¹⁴
- **For women it was a different story.**
 - Not only did they lag men Hedgers in advancement, there was no difference between women Hedgers, Climbers, or Scanners. While women in the Hedgers group did advance further than Coasters—women doing comparatively less to get ahead—being proactive didn’t provide as great an advantage for women Hedgers as it did for men Hedgers.¹⁵

Additionally, Men Advanced Further Than Women Across All Other Strategy Profiles

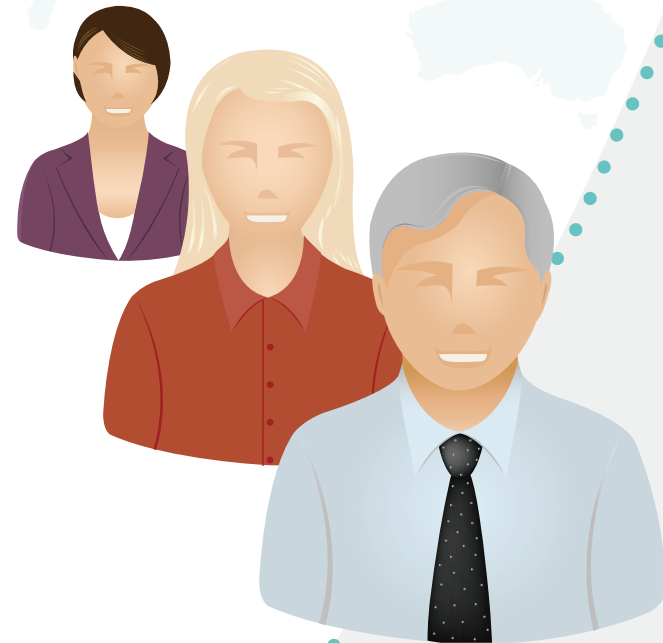
In addition to the discrepancy in payoffs between men and women Hedgers, women lagged men in each of the other three profiles as well. Essentially, when women used the same career advancement strategies as men, they advanced less.¹⁶ Regardless of the approach these high potentials took to advance their careers, men reached higher levels than women.

- **Across all strategy types, men were more likely than women to have reached the senior executive/CEO ranks.¹⁷**
- **This isn’t due to women and men working in organizations of different sizes. Across organizations of all sizes, men had achieved a higher level than women.¹⁸**

Men’s Compensation Also Grew Faster Than Women’s, Regardless of Strategies Used

Across all strategy profiles, men had greater compensation growth than women.¹⁹ That is, even when women used the same career advancement strategies as their male counterparts, their compensation didn’t grow as quickly.

- **In *Pipeline’s Broken Promise*,²⁰ we reported that the gap between women’s and men’s salaries in their first post-MBA job was \$4,600. By the time of the 2008 survey, the gender pay gap had increased to \$31,258.²¹**
 - Strategy profiles largely did not impact compensation.²² Regardless of which bundle of strategies they used, women’s compensation lagged men’s.



MYTH-BUSTING: Women Are Not Seeking Slower Tracks

We found that women were less satisfied with their careers than men, which suggests that they aren't intentionally seeking slower career tracks. If they were, we'd expect them to be as satisfied as men with their advancement and compensation growth.

Even among the most (Hedgers) and least (Coasters) proactive, men were more satisfied with their advancement than were women.²³

- **Among Hedgers, 82% of men were somewhat or very satisfied with their rate of promotions compared to 71% of women.**²⁴

Women were also less satisfied than men with their salary and rate of compensation growth.²⁵ This holds when comparing women and men Hedgers, Scanners, and Coasters.²⁶ This suggests that women likely were not seeking out lower-paying career tracks and, therefore, accepting of and satisfied with their lower compensation. Rather, they likely were less satisfied with their salary and compensation growth when they compared themselves to others in their field and at their level.²⁷

- **Across all strategy groups, 77% of men were somewhat or very satisfied with their progress at increasing their salary compared to only 66% of women.**²⁸



💡 CONSIDER THIS

Reflect on these questions and consider why disparities in career advancement may exist and persist and how you can effect change.

What assumptions do organizations and individuals hold about skills and behaviors that are necessary for successful advancement?

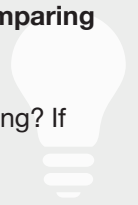
- Should we expect that what has worked to advance leaders in the past will (or should) work for the next generation of leaders?
- Will future leaders need to demonstrate different skills, indicating their readiness to lead in increasingly complex environments?

How are women and men being coached to get ahead?

- Are women being told to do the things that have worked for others in the past?
- Are assumptions made that what has worked for men will work for women?

What explains why women are less satisfied with their advancement and compensation progress when comparing themselves to others in their field and at their level?

- Do women know what their male counterparts are earning? If so, how? And what are the implications of this?



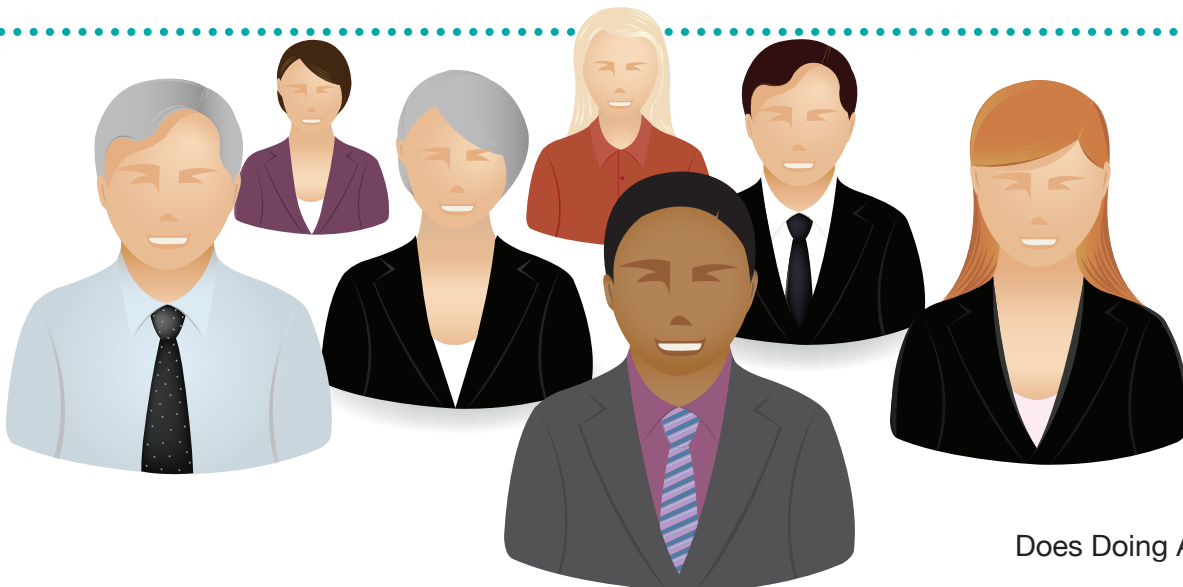
THE BEST WAY TO ADVANCE IS NOT ONE-SIZE-FITS-ALL

We have seen that following the pundits' advice and adopting a set of proactive strategies helps high potentials—and, in particular, high-potential men—advance further faster. But are there particular actions that pay off more than others, regardless of which strategy profile group one is in? And is the payoff for emphasizing that particular approach the same for high-potential women and men?

Women Benefitted Most by Making Their Achievements Known

When women were most proactive in making their achievements visible they advanced further,²⁹ were more satisfied with their careers,³⁰ and had greater compensation growth³¹ than women who were less focused on calling attention to their successes. Of all the strategies used by women, making their achievements known—by ensuring their manager was aware of their accomplishments, seeking feedback and credit as appropriate, and asking for a promotion when they felt it was deserved—was the *only one* associated with compensation growth.³²

Making achievements known may help women secure sponsorship from senior leaders, a strategy previous reports in this series have linked to greater advancement.³³ As sponsors may need to put their reputation on the line to advocate on behalf of someone they see as high potential,³⁴ clearly communicating prior achievements and aspirations can help potential sponsors understand how and why they should sponsor someone.



Men Benefitted Most by Scanning for External Opportunities and Blurring Work-Life Boundaries

In contrast, neither men's movement up the corporate ladder nor compensation growth were impacted by the extent to which they made their achievements known.³⁵ Instead, men had greater compensation increases when they conducted external scans to stay on top of their market value and indicated their willingness to work long hours, blurring the boundary between work and life.³⁶

Both Women and Men Benefitted by Gaining Access to Powerful Others

Gaining access to power predicted both women's and men's advancement.³⁷ Proactively networking with influential people and involvement in high-profile projects helped both women and men climb the corporate ladder to achieve greater advancement.

Thus, the strategies shown to be most impactful for women in furthering their careers and increasing their salary growth and satisfaction were making achievements known and gaining access to powerful others.

💡 CONSIDER THIS

To what extent in your workplace are people advanced and compensated based on skills and performance?

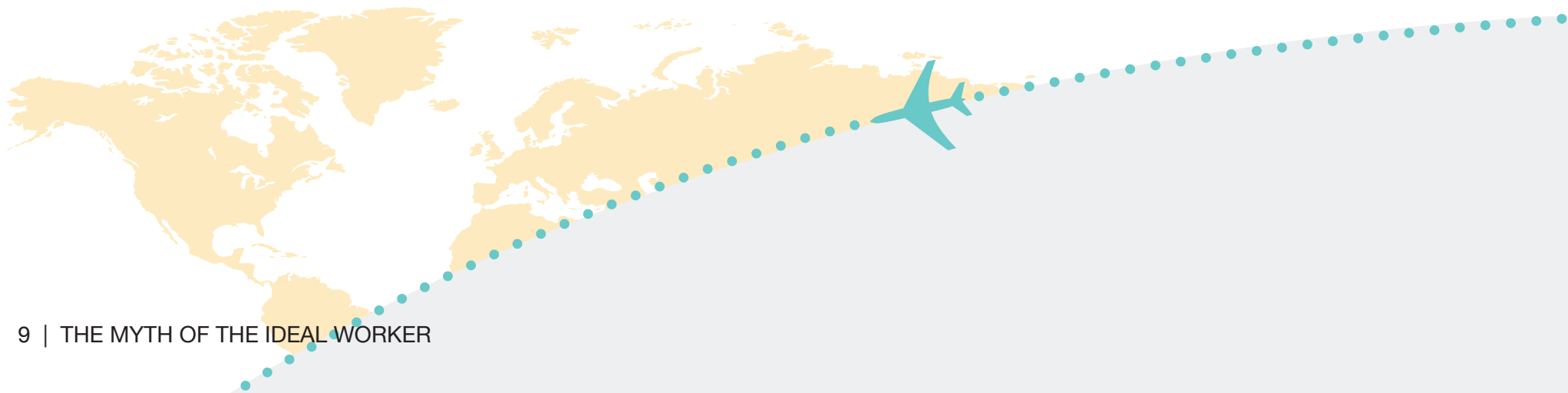
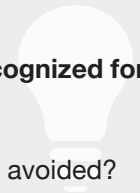
- To what extent are decisions influenced by their strategic career advancement tactics?

How might strategies used by women and men be evaluated or interpreted differently?

- When women and men behave in the same manner, are reactions and evaluations by others sometimes different?
- If so, what does that mean for identifying and developing talent and individuals' career advancement?

How are individual contributions communicated and recognized for people who work in teams?

- How can assumptions about individual contributions be avoided?



MYTH-BUSTING: Men Are Paid for Potential While Women are Paid for (Proven) Performance

More than half of high potentials (Hedgers and Scanners) were actively scanning for opportunities at other companies and firms (an externally focused strategy). Even among the Climbers and Coasters, scanning for opportunities outside their current organization was occurring at least to a small extent.³⁸ In pursuit of advancement, high potentials left organizations, seeking to achieve their career goals elsewhere.³⁹ But it was men who went to a new employer who had the greatest compensation growth. Women earned more when they stayed where they had already proven their worth.

Changing Jobs Accelerated Compensation Growth for Men But Slowed It for Women

We looked at the compensation growth of high potentials who had stayed with the same employer post-MBA (Stayers), had left to go to a second employer (Leavers), or who had job hopped two or more times following completion of their MBA (Job Hoppers).

As it turns out, men Leavers earned more than men who stay with their first employer.

- **Men Leavers' compensation grew more than men Stayers who remained with their first post-MBA employer in 2008.**⁴⁰
- **On average, men who were at their second post-MBA employer earned \$13,743 more by 2008 than those who stayed with their first-post MBA employer.**⁴¹

For women, however, leaving offered no such advantage. In fact, job hopping seems to have had a detrimental effect on women's compensation growth.

- **There was no difference in compensation growth between women Leavers and Stayers.**⁴²
- **But among women Job Hoppers, compensation growth was \$53,472 less than women Stayers who were still with their first employer.**⁴³

Why is it that men have an advantage with respect to salary growth when they pick up and start somewhere new while women's compensation grows faster when they remain where they have already proven their worth? Are men able to translate their human capital into greater pay for the *potential* they bring to the table, for their possible future achievements, whereas women must first demonstrate their abilities, achieving greater compensation growth only when their abilities are *proven*?



MYTH-BUSTING: Women Do Ask, But Asking Doesn't Close the Gap

It has long been argued that “women don’t ask.”⁴⁴ These supposed gender differences in negotiating and assertiveness are often offered as explanations for the gender pay gap. We found little evidence to support this claim when considering career advancement strategies that rely on asking for opportunities. Women were more likely than men to ask for a variety of skill-building experiences, to proactively seek training opportunities, and to make achievements visible, including asking for feedback and promotions.⁴⁵

When asked in a 2010 follow-up survey⁴⁶ whether they had specifically negotiated for a higher level position or greater compensation during the hiring process for their current job, we found no significant difference between the approaches of women and men overall.

- **47% of women and 52% of men reported they had countered during the hiring process by asking for a higher salary.**⁴⁷
- **14% of women and 15% of men had countered by asking for a position at a higher job level.**⁴⁸

There were differences, though, in men and women negotiating, depending on how many post-MBA jobs they had had.

- **Among those who were still at their first post-MBA job in 2010, few had countered the initial offer by asking for a position at a higher level—either men or women (10% respectively).**
- **However, men were significantly more likely than women to have had countered their first post-MBA offer by asking for a higher salary (50% of men, 31% of women).**⁴⁹

Women apparently learn from their first job experience.

- **Among men and women who had moved on from their first job, there were no gender differences in negotiating for increased compensation (63% of women, 54% of men) or for a higher position (19% of women, 17% of men) when beginning their current job.**⁵⁰

So though women do ask when they move to a new job, the compensation growth of women Job Hoppers still lagged women Stayers, who had apparently already proven themselves.

Maybe it’s not that women don’t ask, but that men don’t have to? While it’s undoubtedly helpful for women to know that increasing the visibility of their accomplishments can lead to greater advancement and compensation growth, it begs the question: why don’t men have to do the same? Are men being rewarded without even having to ask? Do women have to raise their hands and seek recognition to an even greater extent than men do to receive the same outcomes?





CONSIDER THIS

Are the skills, knowledge, and experience of potential employees evaluated differently if the candidate is a woman or man?

- Organizations risk underutilizing high-potential women they attract away from other organizations if they undervalue them and place them in positions that are too low, failing to leverage their full set of skills and competencies. What can your organization do to avoid this pitfall?
- In *Pipeline's Broken Promise*,⁵¹ Anne M. Mulcahy, Chairman, Xerox Corporation, astutely recommended, "We need to be asking, 'How many managerial hires have we made externally?' Do an assessment based upon skills and capabilities and a factual assessment of how they were placed. Take the last 100 resumes hired, take the names off of them, do an assessment of where they should be positioned, and compare that with where they were [placed]." How do you ensure your recruiting processes are free of unintended bias?

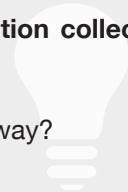
How can talent management practices be redesigned to minimize the impact of stereotypes and assumptions on hiring, development, advancement, and compensation decisions?

If women realize that changing jobs may negatively impact their compensation growth, what does that mean for organizations seeking to recruit experienced women, leveraging their skills and experience?

- How should organizations best communicate and follow through on career growth opportunities for female candidates?

How can or should individuals communicate their expectations? How is this information collected so organizations can update their talent profiles to shape succession planning?

- To what extent are people managers trained to collect information in a fair and unbiased way?
- How can people managers feed their insights back into talent management systems?



THE BOTTOM LINE: SIMILAR APPROACHES TO CAREER MANAGEMENT YIELD DIFFERENT OUTCOMES FOR WOMEN AND MEN

When considered as a whole, the findings are clear: even when women stay on a traditional career path and do “all the right things,” they’re unlikely to advance as far or earn as much as their male counterparts.

For women, **making their achievements known** and **gaining access to powerful others** had the greatest impact on career advancement. Only making their achievements known impacted women’s compensation growth. In addition, we found that changing jobs can *negatively* impact women’s compensation growth, indicating that Climbing, **not** Hedging by keeping external options open, paid off most for women when it came to compensation.

For men, **gaining access to powerful others** also contributed to greater advancement. But when it comes to compensation growth, rather than making achievements known, men most effectively increased their salary by **conducting external scans** and **indicating a willingness to work long hours**. In addition, we found that changing jobs *positively* impacts men’s compensation growth, indicating that Hedging is a successful career advancement strategy for men.

Organizations should sit up and take note—about half of high potentials (Hedgers and Scanners) were actively keeping their options open and

used externally focused tactics as they actively managed their career advancement.

Of particular concern are the Scanners—one in four who focused their career advancement strategies on finding other organizations that would help them better meet their career goals. In addition, a significant proportion of high potentials were “coasting,” not engaging in many proactive behaviors to advance their careers. While this may reflect either contentment or complacency, it may also be influenced by less positive career experiences to date.

The findings raise a number of questions for both individuals and organizations. Throughout the report, we pinpoint which strategies individuals should employ to get ahead and which issues organizations must address to effectively leverage their current and future talent by ensuring employees are hired or advanced into the right positions to maximize their skill. Individuals who neglect these important career development strategies run the risk of lagging their peers in advancement, compensation growth, and job satisfaction. Likewise, organizations that neglect these critical talent management issues are at risk of lagging their competitors in attracting, developing, and retaining the best candidates to serve as their next generation of leaders.



APPENDIX 1–Career Advancement Dimensions

Questionnaire directions: “The following statements refer to initiatives individuals can take to manage their career. Thinking of your career overall since completing your MBA, to what extent have you actively practiced the following tactics?”

Response categories: 5=To a very great extent; 4=To a great extent; 3=To some extent; 2=To a small extent; 1=Not at all.

Alpha scores represent the reliability coefficient of the items that comprised each factor/barrier. Mean scores presented reflect averages across items in each scale.

*Significantly greater use in managing career advancement, in gender comparison, at $p < .05$.

**TABLE 1
CAREER ADVANCEMENT DIMENSIONS**

	alpha	Overall Mean	M	F
GET TRAINED THROUGH EXPERIENCE		3.66	3.62	3.77*
I ask for a variety of work assignments to increase my knowledge and skills.				
GAIN ACCESS TO POWER	.85	3.47	3.48	3.45
I build a network of contacts with important people in the firm.				
I get myself introduced to people in my firm who can influence my career.				
I push to be involved in high profile projects in the firm.				
I figure out who the most influential people are in my firm.				
I take time to learn how things really work inside the firm.				
MAKE ACHIEVEMENTS VISIBLE	.74	3.33	3.31	3.40*
I make sure my boss is aware of my accomplishments.				
I make sure I get credit for work I do.				

TABLE 1
CAREER ADVANCEMENT DIMENSIONS (CONTINUED)

	alpha	Overall Mean	M	F
When I think I deserve it, I ask to be considered for promotion.				
I ask for feedback about my performance when it is not given.				
BLUR WORK-LIFE BOUNDARIES		3.30	3.31	3.28
I make sure my supervisor knows I am willing to work long hours and/or weekends.				
GET FORMAL TRAINING		3.16	3.13	3.28*
I am proactive in getting new job competencies through training and development offerings (e.g., courses, workshops).				
PLAN CAREER		2.98	3.03*	2.85
I have developed a plan for the next several years of my career.				
SEEK ADVICE WHEN NEEDED		2.85	2.76	3.09*
I ask for career advice from coworkers, family, or others about how to improve my future work prospects.				
SCAN FOR OPPORTUNITY OUTSIDE THE COMPANY	.77	2.79	2.82*	2.69
I make sure I remain informed about my market value.				
I stay in touch with headhunters (executive search firm professionals).				
I monitor job advertisements to see what is available outside my firm.				
I maintain an active outside network.				
SCAN FOR OPPORTUNITY INSIDE THE COMPANY		2.28	2.25	2.37*
I monitor job postings at my firm to see what career opportunities are available.				

*Significantly greater use in managing career advancement, in gender comparison, at $p < .05$.

APPENDIX 2–Career Advancement Strategy Profiles

We assume that an individual career advancement strategy is a multidimensional construct which represents a composite or "bundle" of actions. As such, our interest is in how the nine career advancement strategies coalesce into distinct patterns that represent strategy archetypes. To test our assumption we used a cluster analysis to classify data on the basis of patterns of observed differences and similarities.

Because clustering algorithms are sensitive to the presence of outliers, we standardized the six strategy dimensions by computing Z-scores. We adopted a two-step cluster analysis technique. In this technique a hierarchical agglomerative method is first used to produce centroid estimates and determine the appropriate number of clusters. The second step used Quick Cluster to set an iterative partitioning method and classify cases using the initial cluster centers. Ward's minimum variance method was used to determine cluster linkage.

Mean scores presented in the table below reflect averages across items in each scale, with no control variables included. For each of the nine strategies below, mean scores for each of the four strategy profile groups are statistically significantly different from each other at $p < .05$.

TABLE 2
CAREER ADVANCEMENT STRATEGY PROFILES

	HEDGERS	CLIMBERS	SCANNERS	COASTERS
Get Trained Through Experience	4.36	3.90	3.38	2.52
Gain Access to Power	4.13	3.57	3.30	2.63
Make Achievements Visible	3.96	3.35	3.23	2.47
Blur Work-Life Boundaries	3.95	3.67	2.82	2.31
Get Formal Training	3.98	3.12	3.02	2.24
Plan Career	3.90	3.92	2.72	2.05
Seek Advice When Needed	3.58	2.23	3.48	1.95
Scan for Opportunity Outside the Company	3.42	2.34	3.22	2.13
Scan for Opportunity Inside the Company	3.11	1.82	2.41	1.59

ACKNOWLEDGMENTS

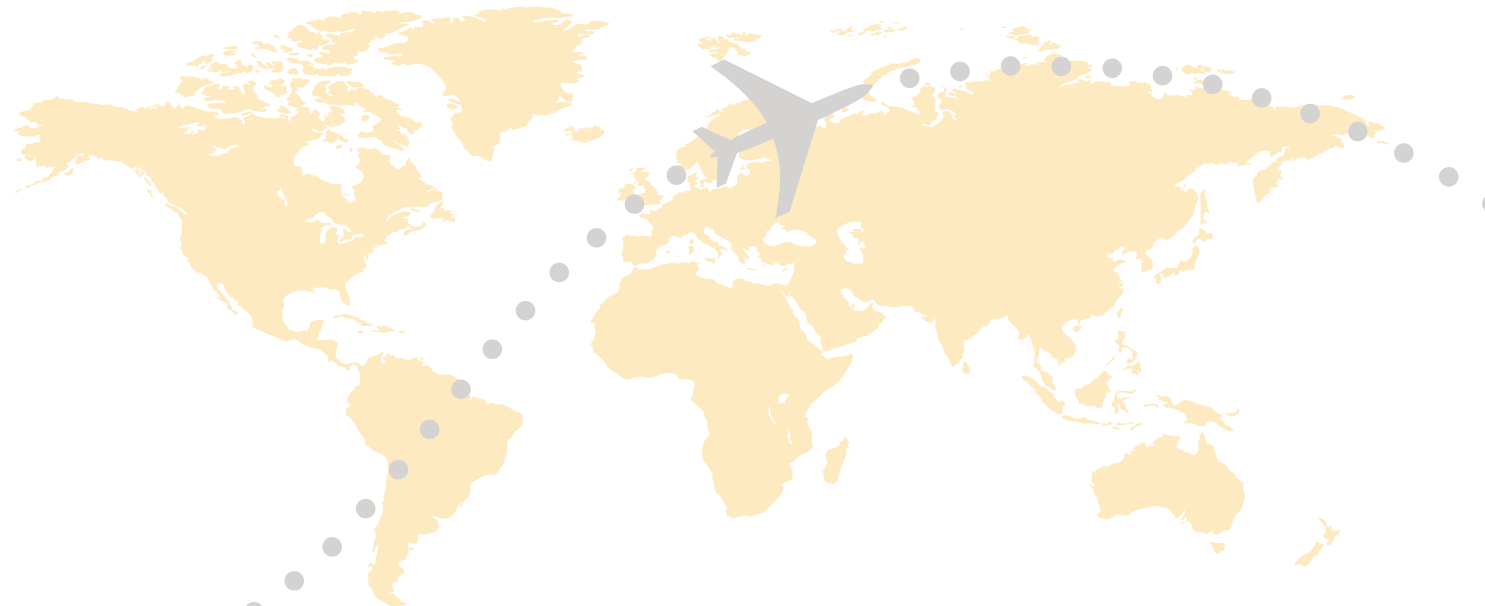
Part of a longitudinal study, this report reflects the ongoing teamwork and dedication of many individuals. Catalyst President & CEO Ilene H. Lang provided leadership, insight, and support that were critical to the project's development. Nancy M. Carter, Ph.D., Senior Vice President, Research, conceptualized the study, and Dr. Carter and Christine Silva, Director, Research, conducted data analysis and authored the report.

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ENDNOTES

1. Proactive behavior at work has received considerable attention in the popular and scholarly literature. The concept refers to taking initiative to improve or shape situations. Noteworthy references include: J. Michael Crant, "Proactive Behavior in Organizations," *Journal of Management*, vol. 26, no. 3 (2000): p. 435-462; Ans De Vos, Koen Dewettinck, and Dirk Buyens, "To move or not to move?: The relationship between career management and preferred career moves," *Employee Relations*, vol. 30, no. 2 (2008): p. 156 – 175; and Baek-Kyoo (Brian) Joo and Taejo Lim, "The effects of organizational learning culture, perceived job complexity, and proactive personality on organizational commitment and intrinsic motivation," *Journal of Leadership & Organizational Studies*, vol. 16, no. 1 (2009): p. 48-60.
2. Nancy M. Carter and Christine Silva, *Pipeline's Broken Promise*, Catalyst (2010).
3. Nancy M. Carter and Christine Silva, *Mentoring: Necessary But Insufficient for Advancement*, Catalyst (2010).
4. See Appendix 2 for a description of the analytic approach and results.
5. Post-hoc tests in ANOVAs controlled for age (proxy for total career work experience) and time since MBA. Climbers scored significantly higher than Scanners and Coasters on getting trained through experience, blurring work-life boundaries, gaining access to power, making achievements visible, planning their career, and getting formal training, at $p < .05$.
6. Post-hoc tests in ANOVAs controlled for age and time since MBA. Hedgers score significantly higher than all other groups on all strategies at $p < .05$.
7. Significantly more women than men were Scanners, at $p < .05$.
8. Post-hoc tests in ANOVAs controlled for age and time since MBA. Scanners scored significantly higher than Climbers and Coasters on scanning for opportunities inside the company, scanning for opportunities outside the company, and seeking advice when needed, at $p < .05$.
9. Hedgers and Scanners both worked, on average, at 1.67 companies between receiving their MBA and the 2008 survey, significantly more than Climbers (1.58), at $p < .05$.
10. Significantly more men than women were Coasters, at $p < .05$.
11. Post-hoc tests in ANOVAs controlled for age and time since MBA. Coasters score significantly lower than all other groups on all strategies at $p < .05$.
12. Previous Catalyst research has suggested that stereotypes about what constitutes effective leadership can hold women back and that these findings hold across cultures. Jeanine Prime, Nancy M. Carter, and Theresa Welbourne, *Women Take Care, Men Take Charge: Managers' Stereotypic Perceptions of Women and Men Leaders. The Psychologist-Manager Journal*, vol. 12, no. 1 (2009): p. 25-49; Jeanine Prime, Karsten Jonsten, Nancy M. Carter, and Martha Maznevski, "Manager's Perceptions of Women and Men Leaders: A Cross-Cultural Comparison," *International Journal of Cross-Cultural Management*, vol. 8, no. 2 (2008): p. 171-210.
13. Gender difference is significant at $p < .05$. The proportion comparison is shown for illustrative purposes, other tests of advancement use a scale variable of level from individual contributor through to senior executive/CEO.
14. In the ANOVA measuring level attained as of the 2008 survey, controlling for first post-MBA starting level, age, and time since MBA, among men, Hedgers had advanced further than all other strategy profiles, at $p < .05$. Climbers also advanced further than Scanners, at $p < .05$.
15. In the ANOVA measuring level attained as of the 2008 survey, controlling for first post-MBA starting level, age, and time since MBA, among women there was no significant difference between Hedgers, Climbers, and Scanners ($p > .1$), but Hedgers had advanced further than Coasters ($p < .1$).
16. In the ANOVA measuring level attained as of the 2008 survey, controlling for first post-MBA starting level, age, and time since MBA, in pairwise comparisons of men and women, men had advanced further than women, significant at $p < .1$ among Scanners and $p < .05$ among all other strategy group profiles.
17. Gender difference is significant at $p < .05$ across each strategy group.
18. Men reached significantly higher levels at $p < .05$ in t-tests conducted across organizations with fewer than 500 employees, 500 to 9,999 employees, 10,000 to 99,999 employees, and 100,000 or more employees.
19. Analyses used an ANOVA measuring the logarithm of current compensation as of the 2008 survey, controlling for the logarithm of first post-MBA starting salary, first post-MBA starting level, age, and time since MBA. Across all groups, men had greater compensation growth than women at $p < .05$.
20. Nancy M. Carter and Christine Silva, *Pipeline's Broken Promise*, Catalyst (2010).
21. In a regression measuring 2008 compensation, with controls for age, time since MBA, first post-MBA starting level, first post-MBA compensation, current level as of 2008, global region and industry, the gender gap in compensation is significant at $p < .05$. This statistically significant figure is shown for illustrative purposes, as tests of compensation growth rely on logarithm-transformed variables to minimize the impact of variance across salaries.
22. The strategies we investigated reflect activities that may help high potentials advance up the corporate ladder, but not necessarily maximize their compensation. Among this sample of high potentials, there isn't a perfect correlation between advancement and compensation growth—for example, a number of people may be subject-matter experts in individual contributor roles earning more than those in middle-management positions, which is why we consider advancement and salary growth separately. Analyses used an ANOVA measuring the logarithm of current compensation as of the 2008 survey, controlling for the logarithm of first post-MBA starting salary, first post-MBA starting level, current level as of 2008, age, and time since MBA. Climbers had greater salary growth than Scanners, at $p < .05$. For all compensation variables in this report, outliers more than four standard deviations above the mean are excluded. Logarithm-transformed compensation variables are used to minimize the impact of variance across salaries.
23. Analysis controlled for age, time since MBA, and level attained by 2008. Differences between women and men Hedgers were significant at $p < .05$, between women and men Coasters significant at $p < .1$. Gender differences were not significant, $p > .1$, for Climbers and Scanners.
24. Gender difference is significant at $p < .05$. The proportion comparison is shown for illustrative purposes, other tests of satisfaction involve means tests with multiple items averaged into a satisfaction scale.
25. In an ANOVA measuring satisfaction with compensation growth, controlling for age, time since MBA, and current level as of 2008, women were less satisfied than men at

- p<.05.
26. In an ANOVA measuring satisfaction with compensation growth, controlling for age, time since MBA, and current level as of 2008, among Hedgers, Scanners, and Coasters, women were less satisfied than men at p<.05. The gender comparison among Climbers was not statistically significant, p>1.
 27. This test of satisfaction with salary growth to date reflects items addressing satisfaction with compensation received compared to others in the same field at the same level, and progress made in increasing salary.
 28. Gender difference is significant at p<.05. The proportion comparison is shown for illustrative purposes, other tests of satisfaction involve means tests with multiple items averaged into a satisfaction scale.
 29. In a regression on 2008 level, with controls for age, time since MBA, and first post-MBA starting level, making achievements visible was significant at p<.05 for women. Scanning for opportunities inside the company (p<.1) and getting formal training (p<.05) was associated with lower advancement for women.
 30. In regressions predicting satisfaction with advancement and salary growth, controlling for age, time since MBA, and current level as of 2008, making achievements visible was a significant predictor for women, at p<.05. Scanning for internal and external opportunities and seeking advice were associated with lower satisfaction with advancement for women, at p<.05. Scanning for internal and external opportunities (p<.05) and seeking advice (p<.1) were associated with lower satisfaction with compensation growth for women.
 31. In a regression measuring 2008 compensation, with controls for age, time since MBA, first post-MBA starting level, first post-MBA compensation, and current level of 2008, making achievements visible was a significant predictor for women at p<.05.
 32. No other tactics were significant at predicting women's positive compensation growth, p>.1. Scanning for opportunities inside the company was associated with negative compensation growth for women, at p<.05.
 33. Nancy M. Carter and Christine Silva, *Mentoring: Necessary But Insufficient for Advancement*, Catalyst (2010).
 34. Heather Foust-Cummings, Sarah Dinolfo, and Jennifer Kohler, *Sponsoring Women to Success*, Catalyst (2011).
 35. Achievement visibility was not significant for men, p>.1. Scanning for opportunities inside the company, getting formal training, and seeking advice were associated with lower advancement for men at p<.05 and blurring work-life boundaries was associated with lower advancement for men at p<.1.
 36. In a regression measuring 2008 compensation, with controls for age, time since MBA, first post-MBA starting level, first post-MBA compensation, and current level of 2008, external scans and blurring work-life boundaries were significant predictors of salary growth for men at p<.05. Scanning for opportunities inside the company and seeking advice were associated with negative compensation growth for men, at p<.05.
 37. In a regression on 2008 level, with controls for age, time since MBA, and first post-MBA starting level, access to power was significant at p<.05 for both women and men.
 38. Among each group, mean scores on the external scanning tactic are above 2.0, which represents use of the tactic "to a small extent" on the Likert scale from 1 to 5.
 39. Recall that since we are including just the high potentials who have worked full time consistently since getting their MBA, job changes are more likely to have kept them on their intended career track, without moves that may have negatively impacted compensation growth, such as periods of self-employment or part-time work.
 40. In a regression measuring log-transformed 2008 compensation, with controls for age, time since MBA, first post-MBA starting level, log-transformed first post-MBA compensation, and current level as of 2008, among men, Leavers' compensation grew faster than Stayers', at p<.05. Among men, there was no significant difference in the compensation growth of Job Hoppers and Stayers.
 41. While the test using logarithm-transformed compensation is significant at p<.05, this test using compensation in dollars does not achieve significance, p=.15. This figure is thus shown for illustrative purposes, to allow the reader to interpret the approximate magnitude of the effect uncovered using the log-transformed compensation variable, used to minimize the impact of variance across salaries.
 42. In a regression measuring log-transformed 2008 compensation, with controls for age, time since MBA, first post-MBA starting level, log-transformed first post-MBA compensation, and current level of 2008, there is no significant difference between women who had stayed at the same company or who had moved on to their second post-MBA job, p>.1. Among women, there was no significant difference in the compensation growth of Leavers and Stayers.
 43. This figure is shown for illustrative purposes, other tests of compensation growth use logarithm-transformed variables to minimize the impact of variance across salaries. In both tests with log-transformed 2008 compensation and 2008 compensation in dollars, women Job Hoppers earned less than women Stayers, at p<.05.
 44. For a review of negotiation research, see Linda Babcock and Sara Laschever, *Women Don't Ask: Negotiation and the Gender Divide*, Princeton University Press, 2003; Hannah Riley Bowles, Linda Babcock, and Lei Lai, "Social incentives for gender differences in the propensity to initiate negotiations: Sometimes it does hurt to ask," *Organizational Behavior and Human Decision Processes* 103 (2007) 84–103.
 45. See Appendix 1.
 46. Findings from the 2010 follow-up survey draw from the 577 respondents who had continued to work full-time from MBA graduation through to the time of the 2010 survey. All respondents worked in a company or firm at the time of the survey, and were not employed in the government, education, or non-profit sectors, and were not self-employed.
 47. Gender difference is not statistically significant, p>.1.
 48. Gender difference is not statistically significant, p>.1.
 49. Gender difference is significant at p<.05.
 50. Gender differences are not significant in both sets of proportion tests, p>.1.

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