

## Overview

This questionnaire has been adapted from an instrument developed at the University of Chicago's Graduate School of Business to measure the social capital of manager contact networks. You will be asked a sequence of questions on the following five topics:

I. General Background (pages 2-3)

II. Your Family Life (pages 4-7)

III. Your Professional Life (pages 8-13)

IV. Your Contact Network (pages 14-27)

V. Your Views on Dimensions of Success and the Trade-Offs They Involve (pages 28-31)

Our pre-tests show that some people complete the questionnaire in as little as 45 minutes, but others require as much as an hour and a half. In general, people with more complex lives require more time. Please be patient. We trimmed numerous questions from initial drafts to keep this final questionnaire as succinct as possible. **As a frame of reference, note that 100 years of GSB preceded this survey. Another survey is not likely during our lives. Please take the time to add your experiences to this rare picture of the GSB alumnae.**

**Everything you write here is confidential.** The final report will only contain summary statistics on groups of alumnae. No individual will be identified. Also, no one will see your questionnaire except the academic staff who do the data analysis (absolutely no administrative staff at the GSB, or alumni organization), and after your data are added to the analysis, your questionnaire will be destroyed or returned to you (as you wish, see below).

Given the potential complexity of the analysis, it is critical that your answers be as accurate and complete as possible. **When you reach the end of the booklet, please check to make sure you have answered all 40 questions** (especially the difficult, but essential, questions on pages 12 and 22).

**When you have completed the booklet, put it in the enclosed stamped and addressed envelope, and drop it in the mail.**

Send me a computer analysis of my contact network as I describe it in this booklet (your questionnaire will also be returned to you).

Send me a copy of the final report summarizing the careers and opinions of the GSB alumnae.

If you check either of the above, please give us the name and address to which you would like to have us mail the material to you from Chicago:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

# General Background

1. **When did you graduate from the GSB?** (month / year): \_\_\_\_\_/\_\_\_\_\_

2. **When did you begin taking classes at the GSB?** (month / year): \_\_\_\_\_/\_\_\_\_\_

3. **When did you graduate from college?** (month / year): \_\_\_\_\_/\_\_\_\_\_

**What college?** \_\_\_\_\_

4. **Your birthday** (day / month / year): \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_

5. Imagine that you are talking to a friend's daughter who has been admitted to the GSB. You want to give the young woman the benefit of your experience so that she can make an informed choice about attending the GSB.

**A. What would you tell her was the most positive result of your time at the GSB?**

There is no right or wrong answer to this question. We just want to know in a phrase or two what turned out to be most positive for you.

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**B. What would you tell her to watch out for so that she could make better use of her time at the GSB?**

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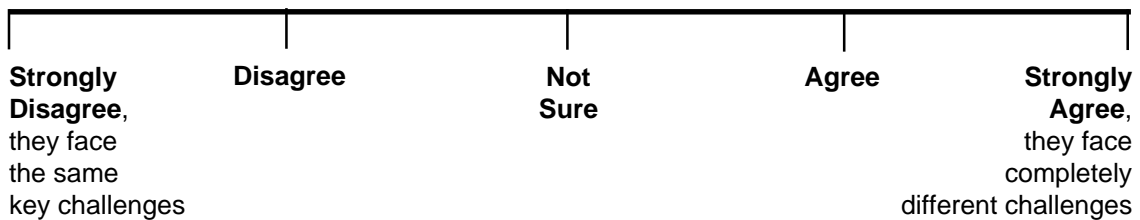
6. The next general background issue is your view of women in business. We will return to this issue in detail, but for the moment consider the following fact: Women were 45% of the American working population in the early 1990s, but only held 3-5% of senior positions in large firms (1995 "Environmental Scan" report of the Federal Glass Ceiling Commission).

People use diverse arguments to explain the lack of women in senior positions. ● There are arguments that blame women — women are emotionally and biologically different than men such that women cannot function as well in senior management positions. ● There are arguments that blame demography — senior positions are held by people with decades of work experience and women did not enter the 1970s labor market in sufficient numbers to produce a representative number of senior managers in today's corporations. ● There are arguments that blame men — people feel more comfortable with people like themselves, men now hold the

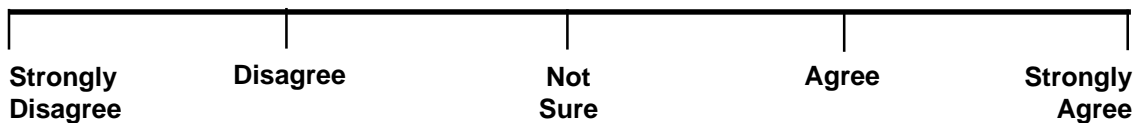
majority of senior management positions, so men are the preferred candidates for senior management positions.

In your personal experience — that is, based on your own career and the careers of women with whom you have spoken directly — **where do you stand on the following three statements?** Just write an X on the horizontal line to indicate your opinion.

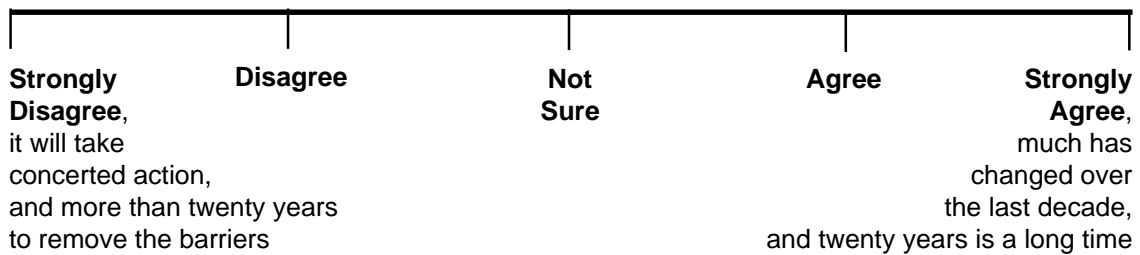
A. Women in business face challenges fundamentally different from the challenges that men face.



B. In particular, my own life has involved substantial trade-offs between family obligations and career advancement.



C. If business practice continues to change as it has over the last decade, then a talented women graduating from the GSB today will have just as much chance of reaching a senior management position as a comparably talented man.



D. In a phrase or two — and again based just on what you know personally from your own career and the careers of women with whom you have spoken directly — **how do you explain the lack of women in senior management positions?**

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## Your Family Life

7. The questions on these two pages ask about your current family situation and how you manage it. The first task is to define your household. **Who lives with you?** Please check all that apply.

- No one  
 Spouse/partner  
 Children (number \_\_\_\_\_)  
 Other relatives (number \_\_\_\_\_)  
 Friends (number \_\_\_\_\_)  
 Lodgers (number \_\_\_\_\_)  
 Housekeeper, au-pair, nanny, etc.  
 Other (please specify \_\_\_\_\_)

8. This question and the next two ask about household chores such as cooking, cleaning, washing, paying household bills, household repair, etc. **On week days Monday through Friday when you worked during the last two months, how many hours a day on average did you spend doing household chores?** Check one that best applies.

- None                       Three or four                       Seven or eight  
 One or two                       Five or six                       More than eight

9. **Have there been any week days during the last two months on which you did not work outside of your home?**  No (Go to Question 10),  Yes, then on the week days when you did not work, how many hours a day on average did you spend doing household chores?

- None                       Three or four                       Seven or eight  
 One or two                       Five or six                       More than eight

10. **Have any of the following helped take care of household chores in your home?** Put a check in front of all that apply.

- spouse  
 your children  
 other relative  
 housekeeper  
 formal cleaning service  
 informal arrangement with neighbor or other personal contact  
 other (please specify \_\_\_\_\_)

**11. IF YOU HAVE NO CHILDREN LIVING WITH YOU, PLEASE SKIP TO THE NEXT QUESTION BELOW, QUESTION 12.** Consider the time spent taking care of, or doing things with, your children — things like feeding, dressing, washing, going places, helping with homework or projects, disciplining, talking, reading, driving them places, etc.

A. Let's begin with your time. **On average, approximately how many hours a week on average during the last two months did you spend taking care of your child(ren)?**

\_\_\_\_\_ hours (best guess; Note this is hours a week including weekend.)

**B. Over the last two months, have any of the following helped you take care of your child(ren)?** Please check all that apply.

- Spouse
- Older sibling
- Other relative
- Live-in hired help with continuing relationship (e.g., nanny, au-pair)
- Live-out hired help with continuing relationship (e.g., 3-day-a-week sitter)
- Temporary hired help (e.g., baby-sitter you call to arrange each visit)
- Licensed family day-care home
- Day-care center
- Day-care center at your place of work
- After-school program
- Other (please specify \_\_\_\_\_)

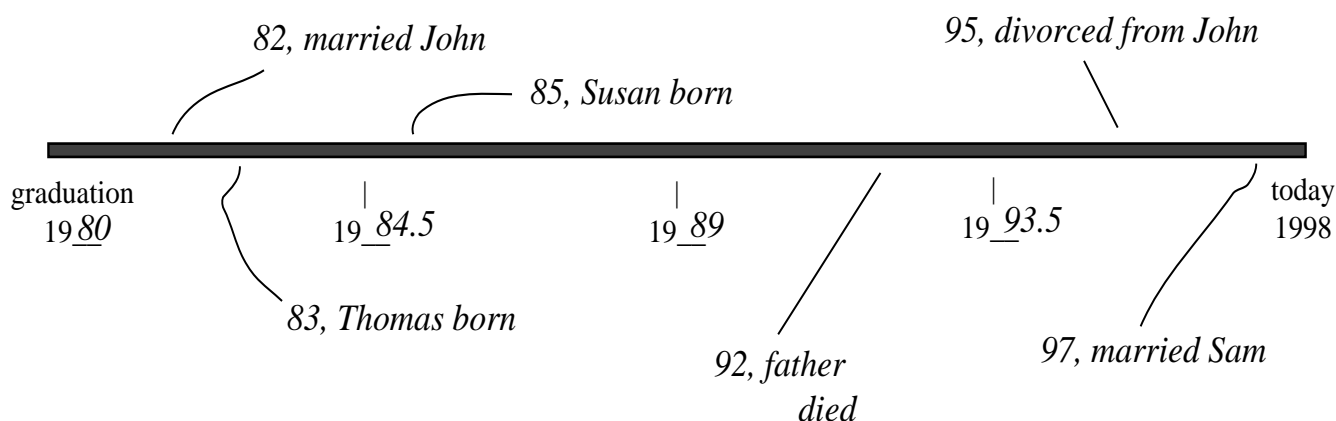
**12. Without looking up exact numbers, please list your approximate family income in 1997.** (These will be critical data for comparing alternative career paths, so please do what you can to complete the question. Remember that your responses are completely confidential. Nearest thousand or ten thousand is fine.)

- \$ \_\_\_\_\_ Your personal W2 income
- \$ \_\_\_\_\_ Your Schedule C self-employment income (1099s etc.; include royalties)
- \$ \_\_\_\_\_ Taxable income to you personally from corporation(s) you own
- \$ \_\_\_\_\_ Your personal investment income
- \$ \_\_\_\_\_ Other income (e.g., contributions by spouse, partner, or ex-spouse)

## Your Family Life

13. This question asks you to look back through time to identify significant events in your family life. Don't include your job history here. This question is just about your family life.

- A. Begin by defining the time-line. The line on page 7 represents time. Today, 1998, is at the extreme right. **At the extreme left, under graduation, write the year in which you graduated from college.** As a guide, a time-line is provided below for a hypothetical GSB alumna. The hypothetical alumna graduated from college in 1980.
- B. **In the middle of the line, write the year half-way between your graduation and today.** For the hypothetical alumna at the bottom of this page, half-way is 1989 (1998 minus 1980 is 18, half of which is 9, so half-way is 1980 plus 9, or 1989).
- C. **Write in the year at the two quarters.** For the hypothetical alumna, a quarter is half of 9, which is 4.5, so the two quarters are marked 1984.5 and 1993.5.
- D. **Use the four dates as a frame of reference to write in each year in which you experienced a significant family event since you graduated from college. Significant events here include marriages, births, divorces, and deaths in your immediate family.** For example, the hypothetical alumna below was married to John in 1982, had her first child, Thomas, in 1983, and had another child, Susan, in 1985. Her father died in 1992. She divorced John in 1995. She married Sam in 1997. **Please be sure to include the year of each event.**





# Your Professional Life

14. Please answer the questions on these two pages with respect to the organization for which you now work or most recently worked full-time.

A. What is the name of the organization? \_\_\_\_\_

B. Do you currently work for the organization? Please check no or yes.

\_\_\_ Yes

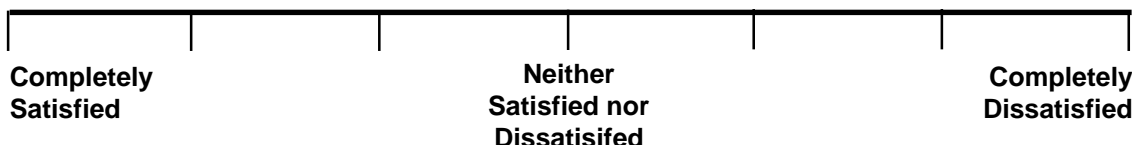
\_\_\_ No, In what year did you last work for the organization? 19\_\_\_

C. How big was the organization in the most recent year you worked there?

\_\_\_\_\_ Number of employees (your best guess; all divisions, all sites)

\_\_\_\_\_ Total sales (your best guess)

D. How satisfied in your job? Write X on line to indicate your opinion.



E. In what industry did the organization primarily operate during the most recent year you worked there? Put a check in the most applicable box.

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> agriculture/forestry/fishery     | <input type="checkbox"/> leather/footware               | <input type="checkbox"/> communications (radio/TV/other) |
| <input type="checkbox"/> mining or petroleum/gas drilling | <input type="checkbox"/> glass/stone/clay products      | <input type="checkbox"/> utilities                       |
| <input type="checkbox"/> construction                     | <input type="checkbox"/> iron/steel/nonferrous metals   | <input type="checkbox"/> banking                         |
| <input type="checkbox"/> food                             | <input type="checkbox"/> fabricated metal products      | <input type="checkbox"/> insurance                       |
| <input type="checkbox"/> textiles                         | <input type="checkbox"/> engines/turbines               | <input type="checkbox"/> real estate                     |
| <input type="checkbox"/> apparel                          | <input type="checkbox"/> industrial machinery/equip     | <input type="checkbox"/> hotels/restaurants              |
| <input type="checkbox"/> lumber                           | <input type="checkbox"/> computers/office machines      | <input type="checkbox"/> amusements                      |
| <input type="checkbox"/> furniture                        | <input type="checkbox"/> communication equipment        | <input type="checkbox"/> business services               |
| <input type="checkbox"/> paper                            | <input type="checkbox"/> other elec equip/components    | <input type="checkbox"/> legal services                  |
| <input type="checkbox"/> printing/publishing              | <input type="checkbox"/> motor vehicles                 | <input type="checkbox"/> medical services                |
| <input type="checkbox"/> chemicals/plastics               | <input type="checkbox"/> aircraft                       | <input type="checkbox"/> research/scientific services    |
| <input type="checkbox"/> drugs/pharmaceuticals            | <input type="checkbox"/> other transport equipment      | <input type="checkbox"/> educational services            |
| <input type="checkbox"/> paints                           | <input type="checkbox"/> scientific/control instruments | <input type="checkbox"/> government                      |
| <input type="checkbox"/> petroleum refining & related     | <input type="checkbox"/> transportation/warehousing     | <input type="checkbox"/> other: _____                    |
| <input type="checkbox"/> rubber                           | <input type="checkbox"/> wholesale/retail trade         | _____  |

F. What is the primary functional area in which you work or worked?

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> sales (customer origination) | <input type="checkbox"/> engineering/research   | <input type="checkbox"/> human resources                           |
| <input type="checkbox"/> service (customer support)   | <input type="checkbox"/> marketing/distribution | <input type="checkbox"/> general management (no specific function) |
| <input type="checkbox"/> manufacturing/production     | <input type="checkbox"/> finance                | <input type="checkbox"/> other _____                               |



G. Your job title? \_\_\_\_\_

H. How would you describe your rank in the organization? Check one category.

- Individual Contributor — you don't supervise anyone else's work,
- Manager — you supervise one or more individual contributors,
- Middle Manager — you supervise one or more managers,
- Senior Manager — you supervise one or more middle managers,
- CEO — most senior executive in firm (could be President or other title).

I. What is the approximate annual budget in dollars for which you were most recently responsible? (Please enter zero to indicate no budget attached to your job.) \_\_\_\_\_

J. How many other employees do or did you supervise directly? (Enter zeroes for none.)

\_\_\_\_\_ Full-time employees; \_\_\_\_\_ Part-time employees

K. Some work is done in the office and some is done outside the office. In your most recent year with the company, how many hours a week did you usually work in your office as opposed to away from your office? Please check one category.

- 0 - 16 hours       17 - 24       25 - 32       33 - 40       over 40

L. Some jobs require overnight trips out of town and other jobs do not. In your most recent year with the company, how many times a year did you usually have to be out of town overnight for work-related reasons? Check one category.

- none                       less than monthly                       about twice a month
- once or twice                       about once a month                       weekly or more

15. Have you worked less than full-time in any year since graduating from the GSB?

- No (go to page 10)
- Yes; **If yes, why?** Put a check next to all that apply.
  - Care for or give birth to child       Care for a sick or aged family member
  - Start my own business                       Start another career
  - Return to school                       Tired of working; needed a change of pace
  - Downsized or lost job                       Couldn't find appropriate full-time position
  - Other (please specify \_\_\_\_\_)

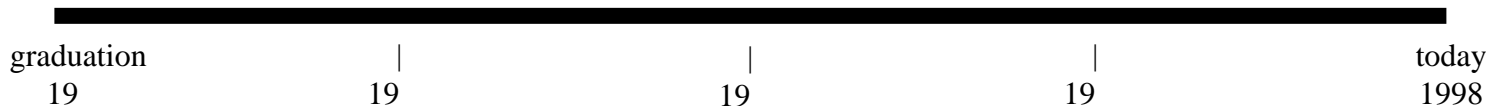
# Self-Employment

16. **Have you earned any income from self-employment since you graduated from college?** Self-employment income would include any kind of consulting you reported report on a Schedule C to the IRS, or royalty income, or income to a corporation you owned.

\_\_\_ No (go to Question 18 on page 12)

\_\_\_ Yes, continue . . .

A. **Mark on the time-line below the intervals in which you reported self-employment income to the IRS.** This has two steps. **First**, copy to the time-line the four dates under the time-line on page 7; your graduation year, the year half-way to today, and the two quarters. **Second**, mark the intervals in which you reported self-employment income. For example, if you did some outsourced accounting work in 1995, 1996, and 1998 receiving 1099 statements as an external consultant, you would mark the time-line to indicate self-employment income from 1995 through 1998.



B. **In the table below, list the companies you founded or purchased.** Begin with the most recent and go back in time for up to six companies. Please do not include companies you were hired to create for other people (e.g., as their lawyer or financial advisor).

| Name of Company (start with most recent & go back) | Year Founded or Purchased | Percent of Company You Initially Owned |
|--|---------------------------|--|
| _____  | _____                     | _____                                  |
| _____  | _____                     | _____                                  |
| _____  | _____                     | _____                                  |
| _____  | _____                     | _____                                  |
| _____  | _____                     | _____                                  |
| _____  | _____                     | _____                                  |

17. The following concern the year in which you had your highest self-employment income.

A. **Year:** 19\_\_\_\_

B. **Approximate self-employment income that year:** \$ \_\_\_\_\_ (best guess)

C. **Compensation you paid to employees that year:** \$ \_\_\_\_\_ (best guess,  
total payroll)

D. **Number of your full-time employees that year** (sum full and portions of part time employees to get number of full-time): \_\_\_\_\_ people

E. **Who was your most important client that year (i.e., the person who gave you the most business)?** Write the person's first name and last initial in the box to the right.

FIRST NAME and LAST INITIAL

F. **What percent of your self-employment income that year came from your most important client?** Check one category.

\_\_\_ 1 - 24%      \_\_\_ 25 - 49%      \_\_\_ 50 - 74%      \_\_\_ 75 - 100%

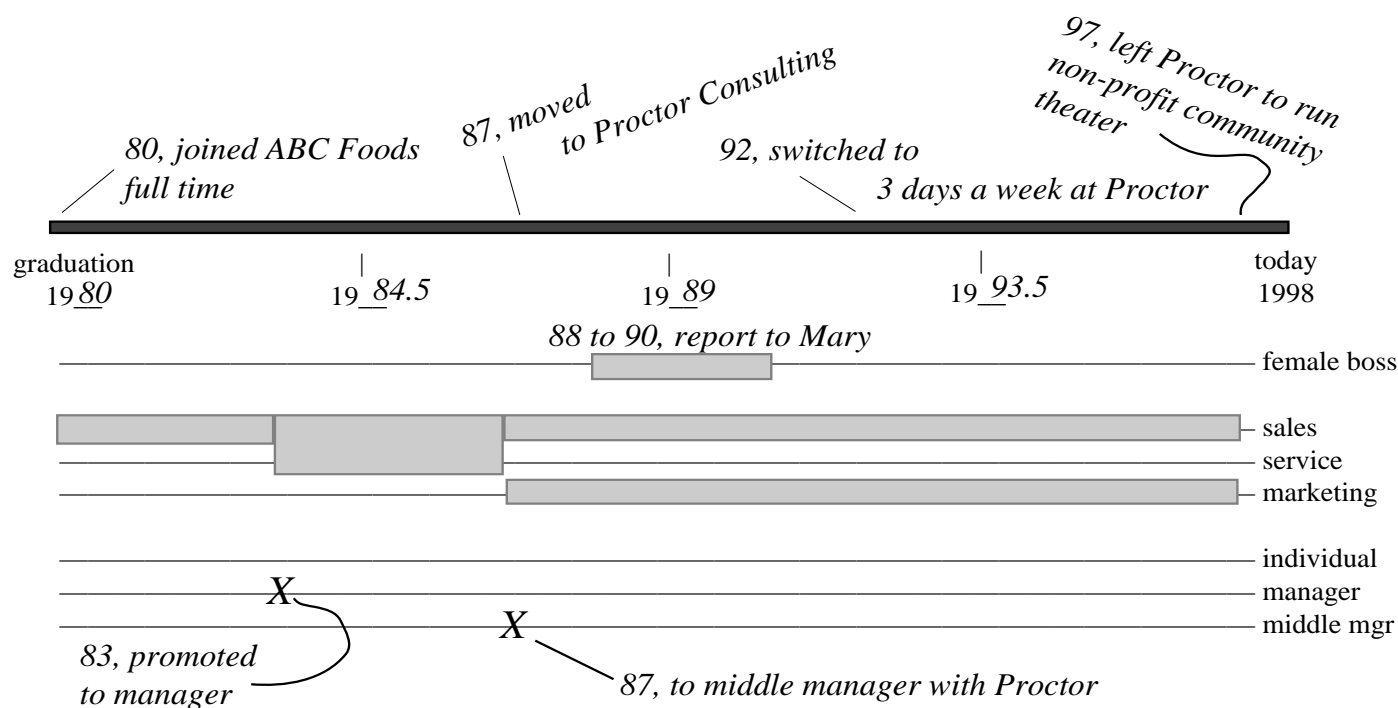
G. **Who introduced you to your most important client?** (Write "no one" if no one introduced you to the person you named above in E.)

FIRST NAME and LAST INITIAL

# Professional Time-Line

18. This question asks you to look back through time to identify significant events in your professional life. There are five steps to completing the summary time-line:

- A. **Copy to page 13 the four dates under the time-line on page 7; your graduation year, the year half-way to today, and the two quarters.** Dates for the hypothetical alumna are written at the bottom of this page (1980 graduation, 1989 half-way, etc.).
- B. **Above the time-line, mark the start and end dates for the organizations in which you have been primarily employed.** This is all full-time jobs, but also includes part-time jobs that were your primary employment outside the house. The hypothetical alumna below worked for ABC Foods until 1987, then took a position at Proctor Consulting where she worked full-time until 1992, when she reduced her commitment to three days a week. She switched careers in 1997 to run a non-profit theater group in her community.
- C. **Circle the “BOSS” line to indicate periods in which your primary supervisor was a woman.** The hypothetical alumna below reported to a woman for two years during her work with Proctor Consulting.
- D. **Circle as many “FUNCTIONS” lines as apply to describe your work over time.** The hypothetical alumna below worked in sales through 1983, which expanded to include service with her promotion to manager. She was responsible for marketing and sales when she moved to Proctor.
- E. **Use the “RANK” lines to indicate dates of promotion between the job ranks at the bottom of the page.** The four broad job ranks are: **Individual Contributor** — don't supervise anyone else's work, **Manager** — supervise one or more individual contributors, **Middle Manager** — supervise one or more managers, **Senior Manager** — supervise one or more middle managers, **CEO** — most senior executive in firm (could be President or other title). The hypothetical alumna below was promoted in 1983 to a junior manager position with ABC Foods, then moved to a middle manager position with Proctor Consulting.



**EMPLOYERS**



graduation 19\_\_ | 19\_\_ | 19\_\_ | today 1998

**BOSS**

female boss

**FUNCTIONS**

- sales
- service
- production
- engineering
- marketing
- finance
- HR
- Gen. Mgt.
- other (what?)

**RANK**

- individual contributor
- manager
- middle mgr
- senior mgr
- CEO

# Your Contact Network

The questions on the next few pages generate a picture of the broad structure of your network. The network is assembled in two steps. The first step identifies key contacts. The second step describes relations with and among the contacts.

To complete the first step, the questions on these two pages ask for the names of people with whom you have specific kinds of relations. People with whom you have more than one kind of relation can be listed more than once. Remember, your responses will remain confidential.

19. Start with a general question. From time to time, most people discuss important matters with other people, people they trust. The range of important matters varies from person to person across work, leisure, family, politics, whatever. The range of relations varies across work, family, friends, and advisors. If you look back over the last six months, **who are the two or three people with whom you discussed matters important to you?**

FIRST NAME and LAST INITIAL

|  |
|--|
|  |
|  |
|  |

20. Consider the people with whom you like to spend your free time. Over the last six months, **who are the one or two people you have been with most often for informal social activities such as going out to lunch, dinner, drinks, films, visiting one another's homes, and so on?**

FIRST NAME and LAST INITIAL

|  |
|--|
|  |
|  |

21. **Do you count any GSB graduates among your close friends?**

- No     Yes, **Name the one or two with whom you are most close.**

FIRST NAME and LAST INITIAL

|  |
|--|
|  |
|  |

FIRST NAME and LAST INITIAL

22. Turning to your current or most recent employment, **who would be considered your immediate supervisor?**

|  |
|--|
|  |
|--|

23. Thinking of your work in more general terms, success usually requires the support of colleagues and contacts well beyond any formal job description. Suppose you were moving to a new job and wanted to leave behind the best network advice you could for the person moving into your current job. **Who are the three or four people you would name to your replacement as essential sources of support for success in your job?**

|  |
|--|
|  |
|  |
|  |
|  |

24. Of the many colleagues with whom you have worked, **who has been the most difficult?** (Remember, your responses will remain confidential.)

|  |
|--|
|  |
|--|

A. Was this person your immediate supervisor?    \_\_\_ No    \_\_\_ Yes

B. Why was it so difficult to work with this person? \_\_\_\_\_

25. Considering all of the professional contacts you have made, **who have been your most valued contacts in the sense that they were the most important to your achievements?** (This probably includes some people you already named.)

|  |
|--|
|  |
|  |
|  |
|  |

FIRST NAME and LAST INITIAL

26. If you decided to find a new job, **who are the two or three people with whom you would most likely discuss and evaluate your job options?** These could be people inside the firm where you work, or outsiders such as family, friends, or people who work at other firms.

|  |
|--|
|  |
|  |
|  |

27. The remaining network questions are about the people you named. You will need a list of the people for reference. The list you construct in the spaces to the right will be visible for each subsequent question.

In the spaces to the right, list — up to a maximum of 20 names — each person written on pages 11, 14, and 15. List people in the order that they were first mentioned.

The first two lines would contain the two people you named in the boxes at the bottom of page 11. If you didn't name anyone on page 11, then the first two lines would contain the first two people you named in the Question 19 boxes on page 14, and so on. Continue the list for all the boxes on pages 14 and 15.

**Please make sure that no one appears more than once in the list and no lines are skipped between names.**

## Final Name Generator!

28. Now that you have a list of contacts on the next page, please give it a quick scan. **Is anyone significant missing? Is there someone without whom your career would be much more difficult, or someone without whom you would have been much more effective?** If yes, write the first name and last initial of the most significant missing person in the next empty space in the list. (Leave the list as it is if there are no empty spaces left.)



PEOPLE NAMED

write the name of the first person you named —  
second person you named —  
third person you named —  
fifth person you named —  
eighth person you named —  
and so on, making sure  
that no one is listed twice, and  
there are no blank lines between names

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_
11. \_\_\_\_\_
12. \_\_\_\_\_
13. \_\_\_\_\_
14. \_\_\_\_\_
15. \_\_\_\_\_
16. \_\_\_\_\_
17. \_\_\_\_\_
18. \_\_\_\_\_
19. \_\_\_\_\_
20. \_\_\_\_\_

Now about the strength  
of your relationship  
with each person . . .

29. **Circle the option that best describes your relationship with each person.**

Are you **especially close** in the sense that this is one of your closest personal contacts,

or are you merely **close** in the sense that you enjoy the person, but don't count him or her among your closest personal contacts,

or are you **less than close** in the sense that you don't mind working with the person, but you have no wish to develop a friendship,

or are you **distant** in the sense that you really don't enjoy spending time with the person unless it is necessary?

## How Close Are You with Each Person? (circle best approximation)

### PEOPLE NAMED

|     |                  |       |                 |         |
|-----|------------------|-------|-----------------|---------|
| 1.  | especially close | close | less than close | distant |
| 2.  | especially close | close | less than close | distant |
| 3.  | especially close | close | less than close | distant |
| 4.  | especially close | close | less than close | distant |
| 5.  | especially close | close | less than close | distant |
| 6.  | especially close | close | less than close | distant |
| 7.  | especially close | close | less than close | distant |
| 8.  | especially close | close | less than close | distant |
| 9.  | especially close | close | less than close | distant |
| 10. | especially close | close | less than close | distant |
| 11. | especially close | close | less than close | distant |
| 12. | especially close | close | less than close | distant |
| 13. | especially close | close | less than close | distant |
| 14. | especially close | close | less than close | distant |
| 15. | especially close | close | less than close | distant |
| 16. | especially close | close | less than close | distant |
| 17. | especially close | close | less than close | distant |
| 18. | especially close | close | less than close | distant |
| 19. | especially close | close | less than close | distant |
| 20. | especially close | close | less than close | distant |

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

6. \_\_\_\_\_

7. \_\_\_\_\_

8. \_\_\_\_\_

9. \_\_\_\_\_

10. \_\_\_\_\_

11. \_\_\_\_\_

12. \_\_\_\_\_

13. \_\_\_\_\_

14. \_\_\_\_\_

15. \_\_\_\_\_

16. \_\_\_\_\_

17. \_\_\_\_\_

18. \_\_\_\_\_

19. \_\_\_\_\_

20. \_\_\_\_\_

30. How Long  
Have You Known  
Each Person?  
(best guess)

Beyond  
emotional  
closeness,  
  
there is  
**duration,**  
  
and  
**frequency.**

|     |                   |
|-----|-------------------|
| 1.  | about _____ years |
| 2.  | about _____ years |
| 3.  | about _____ years |
| 4.  | about _____ years |
| 5.  | about _____ years |
| 6.  | about _____ years |
| 7.  | about _____ years |
| 8.  | about _____ years |
| 9.  | about _____ years |
| 10. | about _____ years |
| 11. | about _____ years |
| 12. | about _____ years |
| 13. | about _____ years |
| 14. | about _____ years |
| 15. | about _____ years |
| 16. | about _____ years |
| 17. | about _____ years |
| 18. | about _____ years |
| 19. | about _____ years |
| 20. | about _____ years |

CONTINUE ↗

### 31. On Average, How Often Do You Talk To Each?

(circle best approximation; any social or business discussion)

|     |       |        |         |            |
|-----|-------|--------|---------|------------|
| 1.  | daily | weekly | monthly | less often |
| 2.  | daily | weekly | monthly | less often |
| 3.  | daily | weekly | monthly | less often |
| 4.  | daily | weekly | monthly | less often |
| 5.  | daily | weekly | monthly | less often |
| 6.  | daily | weekly | monthly | less often |
| 7.  | daily | weekly | monthly | less often |
| 8.  | daily | weekly | monthly | less often |
| 9.  | daily | weekly | monthly | less often |
| 10. | daily | weekly | monthly | less often |
| 11. | daily | weekly | monthly | less often |
| 12. | daily | weekly | monthly | less often |
| 13. | daily | weekly | monthly | less often |
| 14. | daily | weekly | monthly | less often |
| 15. | daily | weekly | monthly | less often |
| 16. | daily | weekly | monthly | less often |
| 17. | daily | weekly | monthly | less often |
| 18. | daily | weekly | monthly | less often |
| 19. | daily | weekly | monthly | less often |
| 20. | daily | weekly | monthly | less often |

#### PEOPLE NAMED

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

6. \_\_\_\_\_

7. \_\_\_\_\_

8. \_\_\_\_\_

9. \_\_\_\_\_

10. \_\_\_\_\_

11. \_\_\_\_\_

12. \_\_\_\_\_

13. \_\_\_\_\_

14. \_\_\_\_\_

15. \_\_\_\_\_

16. \_\_\_\_\_

17. \_\_\_\_\_

18. \_\_\_\_\_

19. \_\_\_\_\_

20. \_\_\_\_\_

**32. The next task is to describe the strength of relations between the listed people.** You do this by circling codes in the matrix below. This is a complex question, but it is essential to network measurement — and answering the question is a simple task when taken one column at a time.

Begin with the first person listed. Relations with the first person are listed in the first column. Indicate his or her relationship with the person in each row in one of three ways:

Circle EC if there is an ESPECIALLY CLOSE relation between the row person and the first person (like this: D.**EC**),

Circle D if the row person and first person are DISTANT in the sense that they rarely work together, are total strangers as far as you know, or do not enjoy one another's company (like this: **D**EC), or

Leave D..EC blank to indicate that the two people are neither distant nor especially close.

If there is an especially close relationship between the first and fourth persons, for example, you would circle EC in the fourth row of the first column (dotted box). If the first and tenth persons do not enjoy one another's company, you would circle D in the tenth row of the first column.

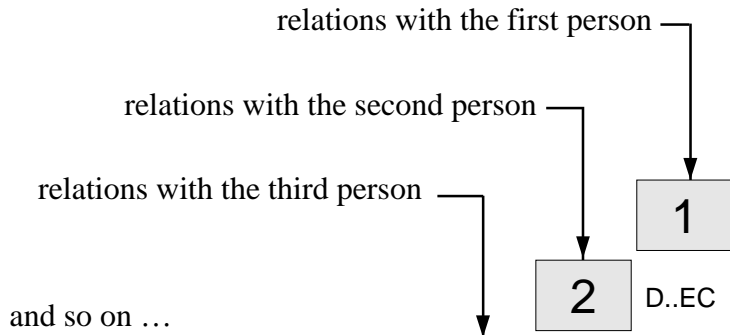
Do not feel obliged to circle a D or EC for every relation. A relation for which neither is circled is a relation somewhere between especially close and distant. The task here is merely to identify the extremes of distant versus especially close relations.

Now move to the second person on the list. Relations with the second person are listed in the second column from the right. Note that the columns get shorter as you proceed. Again, circle each EC in the second column indicate especially close relations or D to identify distant relations.

Continue to the third person (third column), and so on, until you reach the end of the list.

|  |  |  |  |  |  |  |  |  |  |    |       |       |       |       |       |       |       |       |       |
|--|--|--|--|--|--|--|--|--|--|----|-------|-------|-------|-------|-------|-------|-------|-------|-------|
|  |  |  |  |  |  |  |  |  |  | 11 |       |       |       |       |       |       |       |       |       |
|  |  |  |  |  |  |  |  |  |  | 12 | D..EC |       |       |       |       |       |       |       |       |
|  |  |  |  |  |  |  |  |  |  | 13 | D..EC | D..EC |       |       |       |       |       |       |       |
|  |  |  |  |  |  |  |  |  |  | 14 | D..EC | D..EC | D..EC |       |       |       |       |       |       |
|  |  |  |  |  |  |  |  |  |  | 15 | D..EC | D..EC | D..EC | D..EC |       |       |       |       |       |
|  |  |  |  |  |  |  |  |  |  | 16 | D..EC | D..EC | D..EC | D..EC | D..EC |       |       |       |       |
|  |  |  |  |  |  |  |  |  |  | 17 | D..EC | D..EC | D..EC | D..EC | D..EC | D..EC |       |       |       |
|  |  |  |  |  |  |  |  |  |  | 18 | D..EC | D..EC | D..EC | D..EC | D..EC | D..EC | D..EC |       |       |
|  |  |  |  |  |  |  |  |  |  | 19 | D..EC | D..EC | D..EC | D..EC | D..EC | D..EC | D..EC | D..EC |       |
|  |  |  |  |  |  |  |  |  |  | 20 | D..EC | D..EC | D..EC | D..EC | D..EC | D..EC | D..EC | D..EC | D..EC |

# Hang On, It Goes Quickly after this Essential Question



## PEOPLE NAMED

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_
11. \_\_\_\_\_
12. \_\_\_\_\_
13. \_\_\_\_\_
14. \_\_\_\_\_
15. \_\_\_\_\_
16. \_\_\_\_\_
17. \_\_\_\_\_
18. \_\_\_\_\_
19. \_\_\_\_\_
20. \_\_\_\_\_

10 D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC

D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC

D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC

D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC

D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC

D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC

D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC

D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC

D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC

D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC

D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC D..EC

### 33. Who is or was each person to you?

Circle as many as apply. Please note that it is possible for a relationship to be none of these things, whereupon you would leave the line blank.

Here are relationships indicated by the codes on the next page:

colleague — person with whom you have or had a business relationship

friend — person you would call a friend

GSB — person who also graduated from the University of Chicago GSB

spouse — you and this person are, or were, married, or lived together as if married at some time

other kin — any family relative other than spouse



# You're through the tough part. The rest goes quickly.

Relationship to you.  
(Circle as many as apply.)

PEOPLE NAMED

- |     |           |        |     |        |           |           |
|-----|-----------|--------|-----|--------|-----------|-----------|
| 1.  | colleague | friend | GSB | spouse | other kin | 1. _____  |
| 2.  | colleague | friend | GSB | spouse | other kin | 2. _____  |
| 3.  | colleague | friend | GSB | spouse | other kin | 3. _____  |
| 4.  | colleague | friend | GSB | spouse | other kin | 4. _____  |
| 5.  | colleague | friend | GSB | spouse | other kin | 5. _____  |
| 6.  | colleague | friend | GSB | spouse | other kin | 6. _____  |
| 7.  | colleague | friend | GSB | spouse | other kin | 7. _____  |
| 8.  | colleague | friend | GSB | spouse | other kin | 8. _____  |
| 9.  | colleague | friend | GSB | spouse | other kin | 9. _____  |
| 10. | colleague | friend | GSB | spouse | other kin | 10. _____ |
| 11. | colleague | friend | GSB | spouse | other kin | 11. _____ |
| 12. | colleague | friend | GSB | spouse | other kin | 12. _____ |
| 13. | colleague | friend | GSB | spouse | other kin | 13. _____ |
| 14. | colleague | friend | GSB | spouse | other kin | 14. _____ |
| 15. | colleague | friend | GSB | spouse | other kin | 15. _____ |
| 16. | colleague | friend | GSB | spouse | other kin | 16. _____ |
| 17. | colleague | friend | GSB | spouse | other kin | 17. _____ |
| 18. | colleague | friend | GSB | spouse | other kin | 18. _____ |
| 19. | colleague | friend | GSB | spouse | other kin | 19. _____ |
| 20. | colleague | friend | GSB | spouse | other kin | 20. _____ |

Some quick  
background  
demographic  
data on the people . . .

# Last Network Questions!

## 34. Age? (best guess)

|     |       |
|-----|-------|
| 1.  | _____ |
| 2.  | _____ |
| 3.  | _____ |
| 4.  | _____ |
| 5.  | _____ |
| 6.  | _____ |
| 7.  | _____ |
| 8.  | _____ |
| 9.  | _____ |
| 10. | _____ |
| 11. | _____ |
| 12. | _____ |
| 13. | _____ |
| 14. | _____ |
| 15. | _____ |
| 16. | _____ |
| 17. | _____ |
| 18. | _____ |
| 19. | _____ |
| 20. | _____ |

## 35. Man or woman? (circle answer)

|     |     |       |
|-----|-----|-------|
| 1.  | man | woman |
| 2.  | man | woman |
| 3.  | man | woman |
| 4.  | man | woman |
| 5.  | man | woman |
| 6.  | man | woman |
| 7.  | man | woman |
| 8.  | man | woman |
| 9.  | man | woman |
| 10. | man | woman |
| 11. | man | woman |
| 12. | man | woman |
| 13. | man | woman |
| 14. | man | woman |
| 15. | man | woman |
| 16. | man | woman |
| 17. | man | woman |
| 18. | man | woman |
| 19. | man | woman |
| 20. | man | woman |

## PEOPLE NAMED

|     |       |
|-----|-------|
| 1.  | _____ |
| 2.  | _____ |
| 3.  | _____ |
| 4.  | _____ |
| 5.  | _____ |
| 6.  | _____ |
| 7.  | _____ |
| 8.  | _____ |
| 9.  | _____ |
| 10. | _____ |
| 11. | _____ |
| 12. | _____ |
| 13. | _____ |
| 14. | _____ |
| 15. | _____ |
| 16. | _____ |
| 17. | _____ |
| 18. | _____ |
| 19. | _____ |
| 20. | _____ |

CONTINUE ↗

## Dimensions of Success

36. This final section of the questionnaire concerns your views on what it means to be successful and the trade-offs involved in being successful.

Here are some dimensions on which people can measure success. **Put an X on the horizontal line next to each dimension to indicate how important the dimension is to you personally.**

Very  
Important  
To Me

Not  
Important  
To Me

- |                            |   |
|----------------------------|---|
| _____  _____  _____  _____ | A. Compensation                                     |
| _____  _____  _____  _____ | B. Personal happiness                               |
| _____  _____  _____  _____ | C. Number of direct reports and sphere of influence |
| _____  _____  _____  _____ | D. Recognition by peers                             |
| _____  _____  _____  _____ | E. Success and happiness of your children           |
| _____  _____  _____  _____ | F. Recognition by company, community, media         |
| _____  _____  _____  _____ | G. Number of lives you have changed for the better  |
| _____  _____  _____  _____ | H. "Winning the game"                               |
| _____  _____  _____  _____ | I. Living an authentic life                         |
| _____  _____  _____  _____ | J. Material possessions                             |
| _____  _____  _____  _____ | K. Having control of your life                      |
| _____  _____  _____  _____ | L. Financial independence                           |
| _____  _____  _____  _____ | M. Making things happen                             |
| _____  _____  _____  _____ | N. Security   |
| _____  _____  _____  _____ | O. Wide network of relationships                    |
| _____  _____  _____  _____ | P. Leading change                                   |
| _____  _____  _____  _____ | Q. Other (please specify _____)                     |

37. The following items describe how individuals work toward success, their personal work style. **For each of the ten items below, circle A or B to select the phrase that better describes you personally.**

It is important to select phrases that describe how you actually operate, rather than how you feel you should or would like to operate. There are no right or wrong answers. Select only one phrase per item. If you disagree with both phrases, select the one with which you disagree less.

- |   |   |
|---|---|
| <b>A. When evaluating opportunities, I am likely to look . . .</b>                  | A. for a chance to be in a position of authority<br>B. for the long-run implications    |
| <b>B. My strength lies in the fact that I have a knack for . . .</b>                | A. being easygoing<br>B. getting a point across clearly                                 |
| <b>C. In discussions among peers, I am probably seen as . . .</b>                   | A. an outspoken advocate<br>B. motivating people to my views                            |
| <b>D. I believe that people get into more trouble by . . .</b>                      | A. being unwilling to compromise<br>B. not letting others know what they really think   |
| <b>E. In a leadership role, I think my strength lies in the fact that I . . .</b>   | A. won people over to my views<br>B. kept everyone informed                             |
| <b>F. In evaluating my aims in my career, I probably put more emphasis on . . .</b> | A. my ability to create an aura of excitement<br>B. being in control of my own destiny  |
| <b>G. As a member of a project team, I . . .</b>                                    | A. seek the advice of colleagues<br>B. closely follow the original mandate of the group |
| <b>H. Others are likely to notice that I . . .</b>                                  | A. let well enough alone<br>B. let people know what I think of them                     |
| <b>I. In an emergency, I . . .</b>  | A. take the safe approach<br>B. am quite willing to help                                |
| <b>J. I look to the future with . . .</b>   | A. unshakable resolve<br>B. a willingness to let others give me a hand                  |

38. A variety of barriers can stand in the way of success. Several are listed below. **Put an X on the horizontal line next to each barrier to indicate the extent to which you have confronted the barrier in your own career.**

Very  
Relevant  
To My  
Career

Not  
Relevant  
To My  
Career

- |———| |———| |———| |———| A. Lack of promotion opportunities for women
- |———| |———| |———| |———| B. Exclusion from informal networks of communication
- |———| |———| |———| |———| C. Geographic mobility to other cities
- |———| |———| |———| |———| D. Few women with senior management experience
- |———| |———| |———| |———| E. Lack of management training/rotation
- |———| |———| |———| |———| F. Corporate climate that alienates/isolates women
- |———| |———| |———| |———| G. Inadequate outreach/recruitment practices
- |———| |———| |———| |———| H. Conflict between personal and professional values
- |———| |———| |———| |———| I. Rigid corporate bureaucracy
- |———| |———| |———| |———| J. Career demands
- |———| |———| |———| |———| K. Lack of suitable sponsors among senior managers
- |———| |———| |———| |———| L. No assignments to high-visibility tasks/committees
- |———| |———| |———| |———| M. Counterproductive colleague behavior/stereotypes
- |———| |———| |———| |———| N. Family responsibilities
- |———| |———| |———| |———| O. Biased evaluation practices
- |———| |———| |———| |———| P. Initial placements/clustering of women in staff jobs  
or highly technical jobs not on career track to top
- |———| |———| |———| |———| Q. Other (please specify \_\_\_\_\_)

39. Success comes at different costs to different people. This question asks how you describe the “price tag” for achieving success. Several dimensions of your life are listed below. **Put an X on the horizontal line next to each dimension to indicate the extent to which your success is at the cost of that dimension.**

|                         |                        |   |
|-------------------------|------------------------|---|
| Strongly<br>Affected    | Not at all<br>Affected |   |
| ----- ----- ----- ----- |                        | A. Family                                       |
| ----- ----- ----- ----- |                        | B. Emotional calm                               |
| ----- ----- ----- ----- |                        | C. Happiness                                    |
| ----- ----- ----- ----- |                        | D. Career                                       |
| ----- ----- ----- ----- |                        | E. Balanced life                                |
| ----- ----- ----- ----- |                        | F. Meaningful relationships                     |
| ----- ----- ----- ----- |                        | G. Being authentic and living an authentic life |
| ----- ----- ----- ----- |                        | H. Time for self                                |
| ----- ----- ----- ----- |                        | I. Other (please specify _____)                 |

40. **Considering the trade-offs involved in achieving success, where do you stand on the following conclusion?** Write an X on the horizontal line to indicate your opinion.

Whatever the price for success, I am willing to pay it.

|                               |          |             |       |                   |
|-------------------------------|----------|-------------|-------|-------------------|
| ----- ----- ----- ----- ----- |          |             |       |                   |
| Strongly<br>Disagree          | Disagree | Not<br>Sure | Agree | Strongly<br>Agree |

Thank you for your time and patience.



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