

## 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 respondents.

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:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

65% yes;

524 of 811

29 inc

495 comp

84% yes; 683 of 811

numerous address changes; active population

## General Background

1. When did you graduate from the GSB? (month / year): 1986 average
2. When did you begin taking classes at the GSB? (month / year): 2.6 years in GSB on average
3. When did you graduate from college? (month / year): 3.4 years to GSB on average  
What college? \_\_\_\_\_
4. Your birthday (day / month / year): 1957 average

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.

*frequent themes are the GSB's reputation, practical and conceptual skills acquired in courses, personal confidence, and the congenial stimulating colleagues*

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

*frequent themes are advice on selecting courses, and balancing GSB course-work against other activities, especially building relations with other students for better learning and post-GSB career*

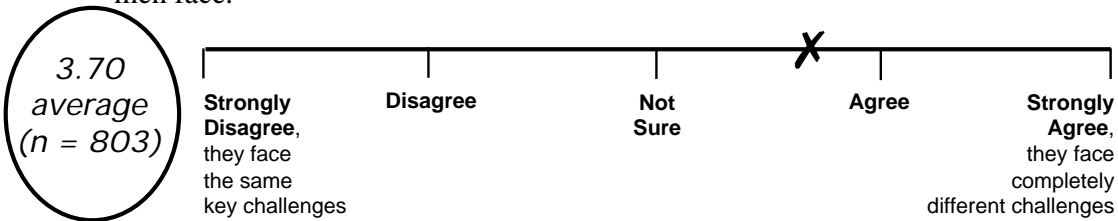
6. The next general background issue is your view of women in business. We will return to this issue in detail, but for the moment consider the following fact: Women were 45% of the American working population in the early 1990s, but only held 3-5% of senior positions in large firms (1995 "Environmental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

People use diverse arguments to explain the lack of women in senior positions. **J** 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. **J** 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. **J** There are arguments that blame men — people feel more comfortable with people like themselves, men now hold the

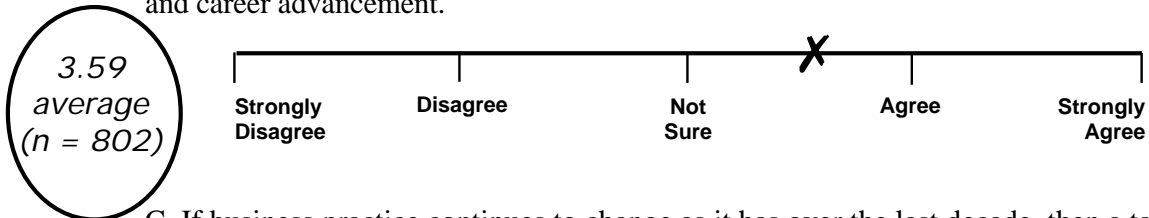
majority of senior management positions, so men are the preferred candidates for senior management positions.

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.

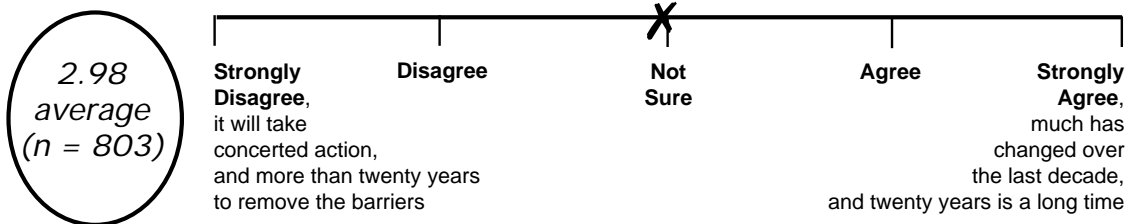
A. Women in business face challenges fundamentally different from the challenges that men face.



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.



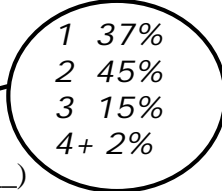
D. In a phrase or two — and again based just on what you know personally from your own career and the careers of women with whom you have spoken directly — **how do you explain the lack of women in senior management positions?**

*frequent themes are indicated by rank order of items in Q36 on page 30*

## 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.

- 22%  No one
  - 72%  Spouse/partner
  - 50%  Children (number \_\_\_\_\_)
  - 2%  Other relatives (number \_\_\_\_\_)
  - 2%  Friends (number \_\_\_\_\_)
  - 0.2%  Lodgers (number \_\_\_\_\_)
  - 4%  Housekeeper, au-pair, nanny, etc.
  - 0.2%  Other (please specify \_\_\_\_\_)
- (n = 1058)



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.

- 14%  None
  - 62%  One or two
  - 17%  Three or four
  - 4%  Five or six
  - 1%  Seven or eight
  - 2%  More than eight
- (n = 808)

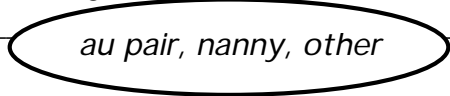
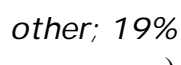
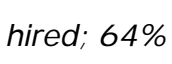
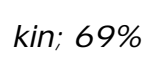


9. **Have there been any week days during the last two months on which you did not work outside of your home?**  No (Go to Question 10),  Yes, then on the week days when you did not work, how many hours a day on average did you spend doing household chores?

- 6%  None
  - 14%  One or two
  - 17%  Three or four
  - 8%  Five or six
  - 2%  Seven or eight
  - 3%  More than eight
- (n = 806)

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

- 65%  spouse
  - 17%  your children
  - 6%  other relative
  - 30%  housekeeper
  - 37%  formal cleaning service
  - 4%  informal arrangement with neighbor or other personal contact
  - 15%  other (please specify \_\_\_\_\_)
- (n = 808)



(n = 398; other 413 don't live with children)

**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)?**

35.3 average hours (best guess; Note this is hours a week including weekend.)  
 n = 398; other 413 don't live with children

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

- |                  |         |  |
|------------------|---------|--|
| kin;<br>87%      | 84% ___ | Spouse   |
|                  | 72% ___ | Older sibling  |
|                  | 32% ___ | Other relative   |
| hired;<br>58%    | 8% ___  | Live-in hired help with continuing relationship (e.g., nanny, au-pair)       |
|                  | 33% ___ | Live-out hired help with continuing relationship (e.g., 3-day-a-week sitter) |
|                  | 30% ___ | Temporary hired help (e.g., baby-sitter you call to arrange each visit)      |
| day-care;<br>26% | 5% ___  | Licensed family day-care home  |
|                  | 15% ___ | Day-care center  |
|                  | 1% ___  | Day-care center at your place of work  |
|                  | 9% ___  | After-school program   |
|                  | 16% ___ | Other (please specify <u>65 people</u> )                                     |

**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.)

- |     |                        |     |                          |     |                          |
|-----|------------------------|-----|--------------------------|-----|--------------------------|
| 1%  | 1. \$ 0 - \$29,999     | 22% | 4. \$100,000 - \$149,999 | 12% | 7. \$300,000 - \$499,999 |
| 4%  | 2. \$30,000 - \$59,999 | 17% | 5. \$150,000 - \$199,999 | 7%  | 8. \$500,000 - \$999,999 |
| 15% | 3. \$60,000 - \$99,999 | 16% | 6. \$200,000 - \$299,999 | 6%  | 9. \$1,000,000 or more   |

(incomplete data on 273 families; 40 alumnae inc unknown, 259 spouse inc unknown)  
 (n = 1016)

## Your Professional Life

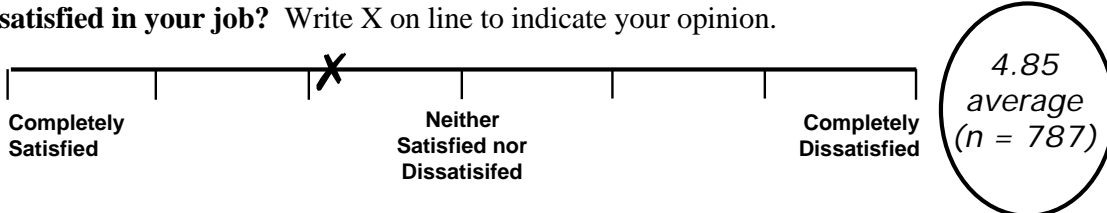
14. Please answer the questions on these two pages with respect to the organization for which you now work or most recently worked full-time.

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

B. Do you currently work for the organization? Please check no or yes.  
 \_\_\_ Yes \_\_\_\_\_ **84%; n = 1058**  
 \_\_\_ 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? (employees)  
 9% 1. 5 or Less      8% 4. 501 - 1,500      12% 7. 20,001 - 50,000  
 11% 2. 6 - 100      16% 5. 1,501 - 7,500      11% 8. 50,001 - 100,000 (n = 980)  
 10% 3. 101 - 500      16% 6. 7,501 - 20,000      7% 9. More than 100,000

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



Completely Satisfied      Neither Satisfied nor Dissatisfied      Completely Dissatisfied

**4.85 average (n = 787)**

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/footwear               | <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 <b>21%</b>                     |
| <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 <b>5%</b> |
| <input type="checkbox"/> drugs/pharmaceuticals            | <input type="checkbox"/> other transport equipment      | <input type="checkbox"/> educational services <b>5%</b>         |
| <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         | _____   |
- 5%**  T textiles
- 5%**  T drugs/pharmaceuticals
- industries with 5% marked (n = 810)*
- 11% mgmnt consulting**
- 9% other (eg acctng)**

F. What is the primary functional area in which you work or worked?  
 8%  sales (customer origination)      2%  engineering/research      3%  human resources  
 11%  service (customer support)      17%  marketing/distribution      25%  general management (no specific function)  
 7%  manufacturing/production      27%  finance  
 (n = 810)       other \_\_\_\_\_

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

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

- 28%  Individual Contributor — you don't supervise anyone else's work,
  - 25%  Manager — you supervise one or more individual contributors,
  - 16%  Middle Manager — you supervise one or more managers,
  - 21%  Senior Manager — you supervise one or more middle managers,
  - 10%  CEO — most senior executive in firm (could be President or other title).
- (n = 992)

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.)

(n = 801)  Full-time employees;  Part-time employees  
 (12.0 average) (1.5 average)

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.

(n = 794)  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  
 (n = 789)

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

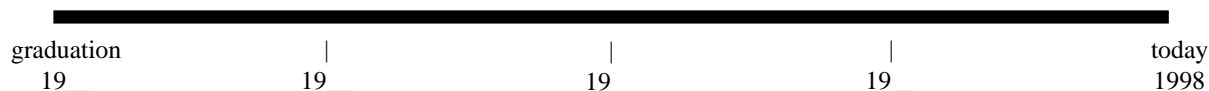
47%  No (go to page 10) (n = 810)  
 Yes; If yes, why? Put a check next to all that apply.  
 31%  Care for or give birth to child  3% Care for a sick or aged family member  
 11%  Start my own business  6% Start another career  
 4%  Return to school  8% Tired of working; needed a change of pace  
 9%  Downsized or lost job  5% Couldn't find appropriate full-time position  
 11%  Other (please specify \_\_\_\_\_)  
 88 people

## 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.

74%  No (go to Question 18 on page 12) *(213 of 811 alumnae)*  
 26%  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
--	---------------------------	--

<p><i>133 of 213 have companies (other self-employed largely consultants)</i></p> <p><i>Of the 133 with 20% equity or more in a company (88 own 100%),</i></p> <p style="padding-left: 40px;"><i>72 have had 1 business</i></p> <p style="padding-left: 40px;"><i>34 have had 2 businesses</i></p> <p style="padding-left: 40px;"><i>18 have had 3 businesses</i></p> <p style="padding-left: 40px;"><i>8 have had 4 or more</i></p>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
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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. Comp  
(n = 207)

*\$66,529 average for 153 with no full-time employees  
(varies from "lost money" to over \$1 million)*  
*\$958,317 average for 60 with one or more full-time employees  
(varies from a thousand to several million)*

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

(n = 213)

*72% no full-time employees  
28% one or more (average 19.8)*

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.

(n = 200)    \_\_\_ 1 - 24%    \_\_\_ 25 - 49%    \_\_\_ 50 - 74%    \_\_\_ 75 - 100%

*22%*            *17%*            *19%*            *42%*

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

*31% subcontractors  
69% other*

## 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.**

(n = 808)

RANK ORDER	Very Important To Me	Not Important To Me		
7	----- X ----- -----		A. Compensation	3.82 avg.
1	X ----- ----- -----		B. Personal happiness	4.74 avg. 2.45 avg.
15	----- ----- X -----		C. Number of direct reports and sphere of influence	
10	----- X ----- -----		D. Recognition by peers	3.64 avg.
9	----- X ----- -----		E. Success and happiness of your children	3.69 avg.
12	----- X ----- -----		F. Recognition by company, community, media	3.09 avg.
8	----- X ----- -----		G. Number of lives you have changed for the better	
16	----- ----- X -----		H. "Winning the game"	2.42 avg. 3.78 avg.
4	----- X ----- -----		I. Living an authentic life	4.06 avg.
14	----- ----- X -----		J. Material possessions	2.94 avg.
2	X ----- ----- -----		K. Having control of your life	4.47 avg.
3	X ----- ----- -----		L. Financial independence	4.43 avg.
5	----- X ----- -----		M. Making things happen	3.90 avg.
6	----- X ----- -----		N. Security	3.86 avg.
13	----- ----- X -----		O. Wide network of relationships	3.05 avg.
11	----- ----- X -----		P. Leading change	3.19 avg.
	----- ----- ----- -----		Q. Other (please specify _____)	190 people

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.**

%  
selected  
circled  
options

It is important to select phrases that describe how you actually operate, rather than 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.

(n = 802)

- |     |   |  |
|-----|---|--|
| 16% | <b>A. When evaluating opportunities, I am likely to look . . .</b>                  | <input checked="" type="radio"/> A. for a chance to be in a position of authority<br><input type="radio"/> B. for the long-run implications    |
| 71% | <b>B. My strength lies in the fact that I have a knack for . . .</b>                | <input type="radio"/> A. being easygoing<br><input checked="" type="radio"/> B. getting a point across clearly                                 |
| 49% | <b>C. In discussions among peers, I am probably seen as . . .</b>                   | <input checked="" type="radio"/> A. an outspoken advocate<br><input type="radio"/> B. motivating people to my views                            |
| 45% | <b>D. I believe that people get into more trouble by . . .</b>                      | <input type="radio"/> A. being unwilling to compromise<br><input checked="" type="radio"/> B. not letting others know what they really think   |
| 74% | <b>E. In a leadership role, I think my strength lies in the fact that I . . .</b>   | <input type="radio"/> A. won people over to my views<br><input checked="" type="radio"/> B. kept everyone informed                             |
| 21% | <b>F. In evaluating my aims in my career, I probably put more emphasis on . . .</b> | <input checked="" type="radio"/> A. my ability to create an aura of excitement<br><input type="radio"/> B. being in control of my own destiny  |
| 85% | <b>G. As a member of a project team, I . . .</b>                                    | <input checked="" type="radio"/> A. seek the advice of colleagues<br><input type="radio"/> B. closely follow the original mandate of the group |
| 51% | <b>H. Others are likely to notice that I . . .</b>                                  | <input type="radio"/> A. let well enough alone<br><input checked="" type="radio"/> B. let people know what I think of them                     |
| 95% | <b>I. In an emergency, I . . .</b>  | <input type="radio"/> A. take the safe approach<br><input checked="" type="radio"/> B. am quite willing to help                                |
| 37% | <b>J. I look to the future with . . .</b>   | <input checked="" type="radio"/> A. unshakable resolve<br><input type="radio"/> B. a willingness to let others give me a hand                  |

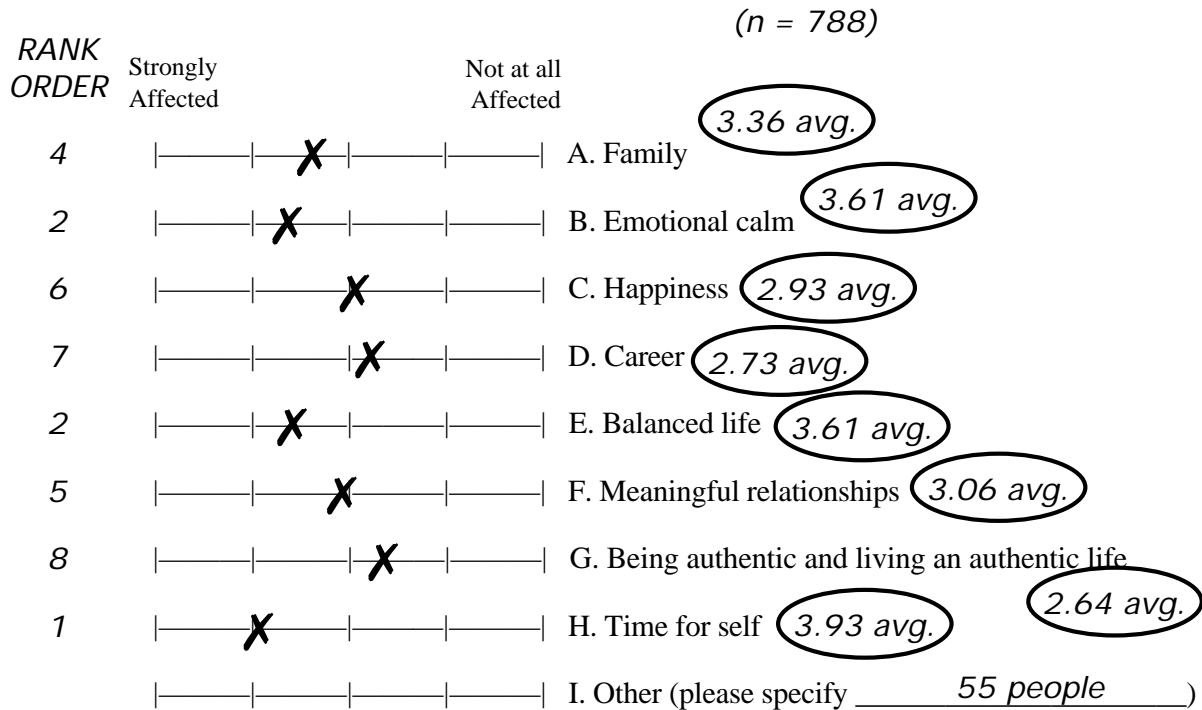
*Index scores vary from 0 to 10.  
Add 1 to score for each circled item selected by respondent*

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.**

(n = 800)

RANK ORDER	Very Relevant To My Career	Not Relevant To My Career		
				2.90 avg.
10	----- ----- X -----		A. Lack of promotion opportunities for women	3.44 avg.
1	----- X -----		B. Exclusion from informal networks of communication	
12	----- ----- X -----		C. Geographic mobility to other cities	2.59 avg.
4	----- X -----		D. Few women with senior management experience	3.23 avg.
11	----- ----- X -----		E. Lack of management training/rotation	2.65 avg.
8	----- ----- X -----		F. Corporate climate that alienates/isolates women	2.99 avg.
16	----- ----- X -----		G. Inadequate outreach/recruitment practices	2.40 avg.
5	----- X -----		H. Conflict between personal and professional values	
9	----- ----- X -----		I. Rigid corporate bureaucracy	2.95 avg.
2	----- X -----		J. Career demands	3.27 avg.
3	----- X -----		K. Lack of suitable sponsors among senior managers	3.24 avg.
13	----- ----- X -----		L. No assignments to high-visibility tasks/committees	2.47 avg.
5	----- X -----		M. Counterproductive colleague behavior/stereotypes	
7	----- ----- X -----		N. Family responsibilities	3.02 avg.
13	----- ----- X -----		O. Biased evaluation practices	2.47 avg.
15	----- ----- X -----		P. Initial placements/clustering of women in staff jobs or highly technical jobs not on career track to top	2.42 avg.
	----- ----- -----		Q. Other (please specify <u>90 people</u> )	

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.**



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.

